

**Terminal Evaluation of the Project**  
**“Management Effectiveness of the Protected Area**  
**Network, South Africa”**

**Deliverable 3: TE Final Report**

UNDP PIMS#	4943
GEF project ID#	4848
Timeframe:	December, 2021 – March, 2022
Date of Report:	April 28, 2022
Region and countries included in the project	South Africa
GEF Operational Focal Area/Strategic Program	Biodiversity
Evaluator	Mr. José Galindo — International Evaluator

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## ACRONYMS

AWP	Annual Work Plan
BD	Biodiversity
BLU	Biodiversity and Land Use
CBD	Convention on Biological Diversity
CMA	Catchment Management Agencies
CO	Country Office
DBSA	Development Bank of Southern Africa
DCCP	Dassenberg Coastal Catchment Partnership
DEA	Department of Environmental Affairs (former name)
DEA&DP	Department of Environmental Affairs and Development Planning
DFFE	Department of Forestry, Fisheries and Environment (current name)
ECPTA	Eastern Cape Parks and Tourism Agency
EKZNW	Ezemvelo Kwa-Zulu Natal Wildlife
FSC	Financial Score Card
IUCN	International Union for Conservation of Nature's
GEF	Global Environment Facility
GKSDP	Greater Kruger Strategic Development Programme
GLTFCA	Great Limpopo Transfrontier Conservation Area
K2C	Kruger-2-Canyons Biosphere
KNP	Kruger National Park
LED	Local Economic Development Plan
LEDET	Limpopo Department of Economic Development Environment and Tourism
M&E	Monitoring and Evaluation
ME	Management Effectiveness
METT	Management Effectiveness Tracking Tool
MINMEC	Ministers and Members of Executive Councils
MPAH	Maputaland Pondoland Albany hotspot
MTPA	Mpumalanga Tourism and Parks Agency
MTR	Mid -Term Review
MZCPE	Mountain Zebra Camdeboo Protected Environment
NBSAP	National Biodiversity Strategy and Action Plan

NBF	National Biodiversity Framework
NGO	Non-Governmental Organisation
NPAES	National Protected Area Expansion Strategy
PA	Protected Areas
PAC	Project Appraisal Committee
PIR	Project Implementation Review
PMU	Project Management Unit
PPG	Project Preparation Grant
ProDoc	Project Document
PSC	Project Steering Committee
QA	Quality Assurance
RCBA	Richtersveld Cultural and Botanical
RTA	Regional Technical Adviser
SANParks	South African National Parks
SESP	Social and Environmental Screening Procedure
SINAP	National System of Protected Areas
TE	Terminal Evaluation
TFCA	Transfrontier Conservation Areas
ToC	Theory of Change
ToR	Terms of Reference
UCP-GC	Upgraded Country Programmes Global Coordinator
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organization
USAID	United States Agency for International Development
WWF	World Wildlife Fund

## EXECUTIVE SUMMARY

Table 1 Project Information Table			
<b>Project Title</b>	Improving Management Effectiveness of the Protected Area Network	PIF Approval Date:	May 07, 2012
<b>UNDP Project ID (PIMS #):</b>	4943	CEO Endorsement Date (FSP) / Approval date (MSP):	March 02, 2014
<b>GEF Project ID:</b>	4848	ProDoc Signature Date:	June 29, 2015
<b>UNDP Atlas Business Unit, Award ID, Project ID:</b>	79954	Date Project Overseer seconded: Project Manager hired:	March 2014 01 October 2017
<b>Country/Countries:</b>	South Africa	Inception Workshop Date:	Aug 14, 2014
<b>Region:</b>	Southern Africa	Mid-Term Review Completion Date:	February 21, 2018
<b>Focal Area:</b>	Biodiversity	Revised Expected Terminal Evaluation completion date	April 27, 2022
<b>GEF Operational Programme or Strategic Priorities/ Objectives:</b>	BD1: Improve Sustainability of Protected Area Systems	Planned Operational Closure Date:	December 31, 2021
<b>Trust Fund:</b>	GEF Trust Fund		
<b>Implementing Partner:</b>	United Nations Development Programme		
<b>NGOs/CBOs involvement:</b>	Kruger 2 Canyons Biosphere Reserve Wilderness Foundation Richtersveld Cultural and Botanical Association (RCBA) Greater Limpopo Transfrontier Conservation Area (GLTFCA) Catchment Management Agencies (CMA)		
<b>Private sector involvement:</b>	NA		
<b>Geospatial coordinates of project sites:</b>	<b>Site</b>	<b>X</b>	<b>Y</b>
	Succulent Karoo Hotspot	17.07745997680	-29.19512473110
	Cape Floristic Region	18.43946345650	-33.60217204930
	Maputaland Pondoland Albany Hotspot	24.84485351120	-32.19971773240
	Maputaland Pondoland Albany Hotspot	27.39980994610	-30.74300093730
	Maputaland Pondoland Albany Hotspot	30.94862507880	-24.15538575090
	Maputaland Pondoland Albany Hotspot	26.76961538180	-33.01396928860
	Cape Floristic Region	19.07523164270	-33.91673679420
<b>Financial Information</b>			
<b>PDF/PPG</b>	<b>at approval (US\$M)</b>		<b>at PDF/PPG completion (US\$M)</b>
<b>GEF PDF/PPG grants for project preparation</b>	100,000		100,000
<b>Co-financing for project preparation</b>			
<b>Project</b>	<b>at CEO Endorsement (US\$M)</b>		<b>At TE (US\$M)</b>
<b>[1] GEF financing</b>	8,550,000		8,156,704.74
<b>[2] UNDP contribution:</b>	800,000		0,00

<b>[3] Government (parallel funding)</b>	48,559,112.56	<b>61,037,012</b>
<b>[4] International Cooperation</b>	0,00	0,00
<b>[5] Other</b>	0,00	<b>3,843,121</b>
<b>[6] Total co-financing [2 + 3+4+5]:</b>		64,880,133
<b>PROJECT TOTAL COSTS [1+6]</b>	<b>57,909,112.56</b>	<b>73,036,837.74</b>

### Project Description

1. The project is executed under the United Nations Development Programme (UNDP) as the Global Environment Facility (GEF) Agency and the national Dept. of Environmental Affairs (DEA) (now Department of Forestry, Fisheries and Environment – DFFE) and the South African National Parks (SANParks). SANParks take overall responsibility for project implementation and thus stand accountable for both project and financial management. Project implementation is managed in close collaboration with the project partners at the agency level and these are CapeNature, Eastern Cape Parks and Tourism Agency (ECPTA), Mpumalanga Tourism and Parks Agency (MTPA) and Limpopo Department of Economic Development Environment and Tourism (LEDET) and Kruger 2 Canyons Biosphere Reserve (K2C).
2. The project's objective is to 1) protect the Biodiversity of South Africa from existing and emerging threats through the development of a financially sustainable, effective and representative national protected area network, and 2) improve land use practices in buffer areas around parks with a focus on community benefits (especially job creation and stimulation of economic activity) and partnerships.
3. The project focuses on three Components: 1) The establishment of new protected areas covering 197,000 ha; 2) Improve management effectiveness of new and existing protected areas will be increased on 1, 100 000 ha; and 3) Improving financial sustainability of the protected areas estate through reducing cost of expansion, improving cost efficiencies within PA management agencies including improving the resilience of existing income streams, financial governance, and strengthening benefit sharing arrangements.
4. The expected duration of the project was 60 months between 2015 - 2020, with an initial planned closing date of June 28, 2020. The amount allocated by the GEF was USD 8,550,000, and a co-financing of USD 49,359,112.56.

## Evaluation Rating Table

<b>Monitoring &amp; Evaluation (M&amp;E)</b>	<b>Rating</b>
M&E design at entry	Moderately Satisfactory
M&E Plan Implementation	Moderately Satisfactory
Overall Quality of M&E	Moderately Satisfactory
<b>Implementation &amp; Execution</b>	<b>Rating</b>
Quality of UNDP Implementation/Oversight	Moderately Satisfactory
Quality of Implementing Partner Execution	Moderately Satisfactory
Overall quality of Implementation/Execution	Moderately Satisfactory
<b>Assessment of Outcomes</b>	<b>Rating</b>
Relevance	Satisfactory
Effectiveness	Moderately Satisfactory
Efficiency	Moderately Satisfactory
Overall Project Outcome Rating	Moderately Satisfactory
<b>Sustainability</b>	<b>Rating</b>
Financial resources	Moderately Likely
Socio-political/economic	Moderately Likely
Institutional framework and governance	Likely
Environmental	Likely
Overall Likelihood of Sustainability	Moderately Likely

### Concise summary of conclusions

5. The project holds high relevance for South Africa as it has been determinant to collaborate with national and state agencies to meet its conservation goals, policies and international commitments.
6. Project design was detailed and customized to meet the context and necessities of each implementing partner. However, design underestimated the complexity derived from the implementation arrangements and formulation of indicators was weak.
7. The project implementation could be described through three differentiated periods:
  - 1) A slowly start up during the first two years, only 4% of total budget was disbursed;
  - 2) An accelerated implementation period (2017- 2019) with progress reported mostly in Components 1 and 2; and 3) A project consolidation period (2020 - 2022) with progress reported in all three components but challenged by COVID-19.
8. The project is on track to achieve most of its intended goals. The project has achieved three out of four impact indicators, only falling short in terms of reducing the financial sustainability gap. Four out of seven outcome indicators were fully achieved, three indicators even exceeded the expected target. The other three indicators achieved partial progress, however, the project put in place systems and methodologies to achieve the outstanding targets.
9. The Component 1 exceeded the end of project protected area expansion targets by 89,9% overall, however, the Fynbos biome targets were not met due to several complex land administration challenges. The two targets for Component 2 were

achieved, exceeding by 168% the indicator related to hectares of high biodiversity priority in buffer zones integrated into local municipal planning. Extensive institutional engagements lead to improved capacity building, uptake and integration, creating a transformational impact in management of protected areas nationally.

10. The Component 3 was affected by the late hiring of the Outcome coordinator, this did not allow adequate time for planning and ensuring a consistent and strategic vision of the transformational change expected to be achieved. Considering the limited time available, the project was able to implement catalytic sub-projects which may need longer time to mature and reach the expected scale and impact.
11. The project contributed to improvement of national capacities and strengthening conservation institutions at different scales, but also strengthened governance and multistakeholder participation at the landscape scale. Project partners highlight that a lot of great innovation, effort and pioneering work emanated from this project.

### Recommendations

#	TE Recommendation	Entity Responsible	Time frame
1	Decentralized implementation approach has embedded sustainability and increased ownership. Both the implementing agencies and GEF focal point are recommended to actively <b>strengthen capacities of decentralized partners to implement GEF projects on issues such as M&amp;E, quality assurance, environmental and social safeguards, financial management and procurement.</b> Institutional assessments and framework agreements could accelerate start up process anticipating time consuming barriers such as the contractual arrangements or structuring the PMU.	UNDP, GEF focal point	18 months
2	Adequate political profiling is needed to accelerate and unlock complex and sensitive issues that involve decision making over land tenure between different institutions. <b>Future projects should consider a higher-level PSC that meets once a year and provides strategic guidance and political support.</b> While the current PSC as operated should be a technical coordination committee.	UNDP	12 months
3	The project has piloted innovative conservation tools and achieved important contributions for the conservation sector in South Africa. <b>It is recommended to undertake an in-depth and detailed systematization of the processes followed and the lessons learned for</b>	UNDP SANParks	3 months

	<b>dissemination purposes.</b> It is essential that the closure of the project is used to generate a repository of all the information generated, and that a way is found to ensure that it can continue to be used and made available after project closure.		
4	The TE recommends <b>organizing a closing event with wide stakeholder participation, to share the results achieved, strengthen stakeholders' commitments towards follow up and replication.</b>	UNDP SANParks	3 months

## 1 INTRODUCTION

### 1.1 Evaluation Purpose

12. The Terminal Evaluation (TE) is carried out as part of the monitoring and evaluation (M&E) framework established in the project document (ProDoc), which establishes that an independent TE must be carried out three months prior to the expected end date. The TE is undertaken following UNDP and GEF guidance. It is expected that this evaluation will allow evidence of the progress of the results originally planned by the project, its impact, sustainability, as well as recommendations for monitoring activities.
13. The Terminal Evaluation assesses the achievement of project results against what was expected to be achieved and draws lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments.
14. The TE document will be circulated to the project team, Regional Technical Adviser (RTA) and implementing partners for review. In parallel, the Start-up Unit will prepare a management response to the TE conclusions and recommendations, which will set out how the project team, Implementing Partner, UNDP and other relevant stakeholders will respond to the recommendations presented in the TE report.

### 1.2 Evaluation Objectives

- Assess the project's implementation strategy.
- Assess the relevance, efficiency, effectiveness, sustainability, and impact of the interventions.
- Assess the project's processes, including budgetary efficiency.
- Assess the extent to which planned activities and outputs have been achieved.

- Identify the main achievements and impacts of the programmed activities.
- Identify the underlying causes and issues of non-achievement of some targets.
- Document lessons learnt.
- Make recommendations for the design of future projects.

### 1.3 Scope of Evaluation

15. The TE considers the period between the ProDoc signature in June 29, 2015 and the end of the TE mission in February 04, 2021. The TE assesses the project's three components as described in the ProDoc: Component 1: The establishment of new protected areas; Component 2: Improve management effectiveness of new and existing protected areas; Component 3: Improving Financial Sustainability of the PA. The TE covers all four intervention areas shown in the following table. The implementation sites include:

Name	Biodiversity Hotspot	Area (ha)	Conservation Agency
Richtersveld-coastal	Succulent Karoo	18,000	SANParks
West Coast	Lowland Fynbos	12,000	Cape Nature, SANParks and City of Cape Town
Western Cape Forest exit areas	Fynbos	19,000	Cape Nature
Sneeuberg corridor linking Mountain Zebra and Camdeboo National Parks	Maputaland Pondoland Albany grassland	45,000	SANParks
Eastern Cape interior	Maputaland Pondoland Albany grassland	30,000	Eastern Cape Parks and Tourism Agency (ECPTA)
East Cape transfer and tenure formalization	Maputaland Pondoland Albany grassland	10,000	ECPTA
Kruger to Canyons area	Maputaland Pondoland Albany grassland	60,000	SANParks, Mpumalanga Tourism and Parks Agency (MTPA), Limpopo Department of Economic Development, Environment and Tourism (LEDET), Kruger to Canyons Biosphere (K2C)

Source: Terms of Reference, 2021

16. The evaluation provides evidence-based information that is credible, reliable and useful. The evaluator followed a participatory and consultative approach ensuring close engagement with government counterparts, UNDP Country Office, project team, UNDP Regional Technical Adviser (UNDP RTA), UNDP Upgraded Country

Programmes Global Coordinator (UCP GC) and key stakeholders and grantees. Annex 8 presents a list of all stakeholders interviewed.

17. The evaluation mainly focuses on assessing the relevance, effectiveness, efficiency, results, impact, coordination and sustainability of GEF project efforts and will be applied to all components of the project.

#### 1.4 Methodology

18. The evaluation has been carried out in accordance with the ***Guidance for conducting terminal evaluations of UNDP-supported GEF-financed projects (2020)***. One consultant was contracted by the UNDP Country Office (commissioning unit) in South Africa to undertake the Terminal Evaluation of the project: Mr. José Galindo —International Evaluator.
19. Prior to the start of the TE, an inception report or deliverable 1 was prepared and shared with the Project Management Unit (PMU) and UNDP South Africa. The inception report outlined the approach and methodology to be followed while carrying out the evaluation. It also provided the timelines for the evaluation.
20. The deliverable 1 includes a fundamental part of TE, which is the design of the evaluation matrix (Annex 3). The matrix identifies the key questions related to the evaluation criteria and cross-cutting issues, and how they were to be answered through the methods selected: *desk review, interviews, and field visits*.
21. The evaluation criteria and the main evaluation questions largely draw from the ToR for the evaluation, which, in turn, is based on the Guidance for TEs. Included in the main evaluation questions are some of UNDP Country Office (CO) and the project team's suggestions at the inception stage of the TE.
22. The evaluation used methodological and data triangulation. This means that several methods were used, such as individual interviews, and documentary reviews, and subsequently, the information was verified and cross-checked. The different strategies combination reduces the possibility of bias and methodological flaws in the evaluation. The triangulation method allows the project evaluation to be approached from different angles, increasing the validity and consistency of the findings.
23. Subsequently, there was a document developed, which proposes recommendations with technical and practical nature, reflecting a realistic understanding of the project's achievements, and helping to identify the influential factors behind project performance to comply with the objectives and results established in the logical framework (Annex 2).

24. The final evaluation of the project was applied to the design, implementation, and results of the project for each of its components. For the TE, five criteria were assessed: Relevance, Effectiveness, Efficiency, Results, Sustainability. It is important to note that the rating scales differ for different criteria (Annex 9).
25. **Planning:** project formulation including the logical framework, assumptions, risks, indicators, budget, country context, national ownership, stakeholder participation in design, replicability, among others.
26. **Project implementation:** implementation approach, stakeholder participation, quality of execution by each institution involved and in general, financial planning, monitoring and evaluation during implementation.
27. **Results:** Effects, impacts, catalytic effect of the results obtained, their integration with other UNDP priorities, such as poverty reduction, better governance, prevention and recovery from natural disasters and gender and women empowerment, disability as well as their sustainability in terms of resources financial, socio-political, institutional framework, governance and environmental.

## 1.5 Data Collection and Analysis

28. The methodology includes i) interviewing different stakeholders, ii) reviewing available documents from different project stages, iii) on-site visiting, iv) discussion with PMU as well as v) round-to-round feedbacks from PMU, UNDP and SANParks.
29. The TE reviewed the project documentation provided by the commissioning unit and the PMU/ implementing partner. In accordance with the Guidance for conducting terminal evaluations of UNDP-supported GEF-financed projects (2020), 27 folders with key documents were considered necessary for this evaluation. The detailed list of folders and documents is presented in Annex 4. Based on this review, the TE carried out a detailed description of the project covering the identified problem and establishing objectives and their respective activities. This information provided a measure of the baseline situation prior to project implementation, as well as its perceived contribution or impact.
30. Interviews with Stakeholders and Evaluation Mission: the evaluation followed a consultative approach that included conducting interviews and field mission. These activities enriched the vision of the context through direct contact with the most representative actors in the implementation of the project, thus receiving first-hand testimonies about the progress and barriers encountered.
31. Together with the PMU, a universe of potential interviewees was identified (public institutions, private parties, NGOs, and beneficiaries), who participated in different

phases of the project (design, execution and closure). Subsequently, a prioritization of actors was carried out, evaluating their availability and representativeness in the project. A total of 58 people consisted of 25 women and 33 men was initially proposed to be interviewed as listed in Annex 6. For the interviews, a questionnaire was used (Annex 5), focused on the participation of the different actors according to their role in the implementation of the project.

32. Besides the interviews, the evaluator visited Maputaland-Pondoland-Albany hotspot - (Kruger to Canyon), Cape Floral Region (Pella - Dassenberg-West Coastal Corridor) & Forest Exit Areas Succulent Karoo Hotspot (Richtersveld Coastal), Maputaland-Pondoland-Albany hotspot - Sneeuwberg corridor linking Mountain Zebra and Camdeboo National Park, Maputaland-Pondoland-Albany hotspot (MZCPE, Alpine high-altitude grass and Misty mountains). Annex 8 present the mission agenda and the final list of stakeholders interviewed.
33. For the preparation of the draft evaluation report and in order to reinforce the credibility and validity of the findings, judgments and conclusions obtained, there were used data triangulation techniques to ensure technical quality. The information gathered was then systematized and organized. The data analysis was conducted through the triangulation methodology, which analyzed: (i) descriptive analysis of the context, actors, coordination mechanisms, resources and products deployed by the project; (ii) analysis of the data collected during the evaluation. This analysis identified tendencies and recurring themes, as well as contradictory information that emerge during the evaluation questions. At this stage, the consultant looked for additional data collection; (iii) quantitative analysis to further investigate financial, evaluative, management and other data related to key cross-cutting issues, such as gender equality, rights-based approach, capacity development, poverty alleviation, climate change mitigation, and adaptation. This analysis will also identify best practices or lessons learned from different contexts.

## **1.6 Ethics**

34. The evaluation was conducted in adherence to the principles outlined in the United Nations Evaluation Group (UNEG) 'Ethical Guidelines for Evaluations' and GEF and UNDP policies on monitoring and evaluation. As needed, measures have been applied to protect the rights and confidentiality. The evaluator has signed a Code of Conduct form, which is attached here as Annex 7.

## **1.7 Limitations to the Evaluation**

35. Major limitation found was related to the timely provision of the information package required for the evaluation. It took considerable time to gather information because it was not centralized in one single place, but spread across different implementing partners, PMU team members and UNDP. These gaps were finally filled weeks after the mission and 27 folders were completed and shared by the PMU.

## **1.8 Structure of the evaluation report**

36. The TE report is structured in three levels, beginning with this introductory chapter to the evaluation and its methodological process. A second level, covering chapters 2, 3 and 4, presents the evaluation results for each stage of the project life cycle. The main findings and analysis of the evaluation are summarized in the final chapter, presenting conclusions, lessons learned and recommendations.

# **2 PROJECT DESCRIPTION**

## **2.1 Project start and duration, including milestones**

37. The project was signed in June 29, 2015 and started its activities in the same year. It was originally supposed to last 60 months (June 28, 2020) but during project execution, two separate extension requests were submitted and subsequently approved. Currently, dates of operational and financial closure are December 31, 2021, and July 30, 2022 respectively. The key dates and project milestones are detailed in the project information table presented in the Executive Summary.

## **2.2 Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope**

38. With a land surface area of 1,2 million km<sup>2</sup>, South Africa contains almost 10% of the world's total known bird, fish and plant species, and over 6% of the world's mammal and reptile species. This diversity is highly threatened by development and poor land management, with 34% of South Africa's 440 terrestrial ecosystems being threatened. Of these, 5% are critically endangered (mostly in the forest and fynbos biomes), 13% are endangered (mostly in the grassland and savanna biomes), and 16% are vulnerable (mostly in the fynbos, grassland and succulent karoo biomes). The combination of high levels of diversity and high threat has resulted in three

internationally recognized biodiversity hotspots in South Africa: Succulent Karoo, the Cape Floral Kingdom and the Maputaland Pondoland Albany Hotspot.

39. South Africa has a network of formal land-based PAs that cover over 7.9 million hectares or 6.5% of the country. These PAs, which are mostly state owned and managed, generally enjoy legal protection and are typically Type II reserves under the International Union for Conservation of Nature's (IUCN) Protected Areas (PA) classification. In addition to the state PAs, private nature reserves, game farms, mixed farming and ecotourism operations protect an additional 20.5 million ha or 16.8% of the terrestrial area, 2.6 times the formal PA estate.
40. South Africa managements more than 60% of its protected area estate. State PAs are managed through several agencies; national parks by SANParks, provincial PAs by the respective provincial agencies and municipal PAs by the relevant local authorities. Superimposed over this institutional layer is the international status granted to PAs such as World Heritage Sites and RAMSAR sites. The private and communal PAs are not under direct state management but are either managed contractually or by the owners and with various levels of PA declaration and management authority.
41. The project was developed in line with South Africa's national priorities and policies, particularly with respect to the National Protected Area Expansion Strategy (NPAES), issued in 2005. Also relevant was the National Biodiversity Framework (2009), the National Environmental Management Act, the National Environmental Management: Protected Areas Act. All of them provided a legal framework for promoting conservation, management sustainable of the biodiversity and protected areas.

### **2.3 Barriers**

42. Barrier #1: Globally important terrestrial habitats are underrepresented in the Protected Area estate; and as a result, key critical biodiversity areas remain under protected.
43. Barrier #2: Limited capacity to implement cost effective protected area expansion.
44. Barrier #3: Current PA Expansion strategy is not cost effective, could potentially place the financial stability of the entire protected area network at risk and is further restrained by conflicting land uses.

### **2.4 Immediate and development objectives of the project**

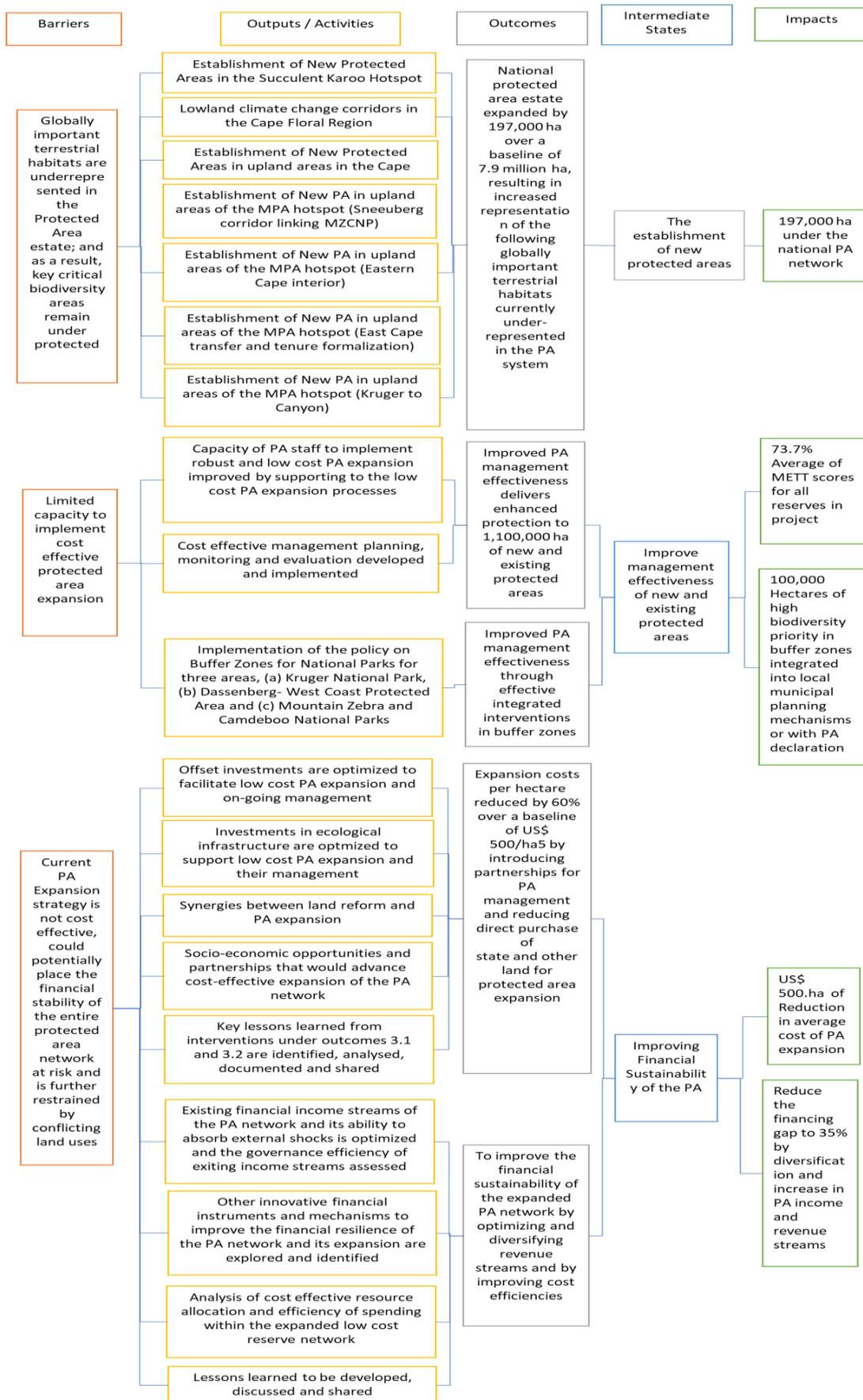
45. The project objective is to protect the Biodiversity of South Africa from existing and emerging threats through the development of a financially sustainable, effective and

representative national protected area network and improved land use practices in buffers around parks with a focus on community benefits (especially job creation and stimulation of economic activity) and partnerships.

46. The significant barriers are addressed to achieve this objective. The project's interventions have been organized into in three components: Component 1: The establishment of new protected areas; Component 2: Improve management effectiveness of new and existing protected areas; Component 3: Improving Financial Sustainability of the PA. The project takes a system-wide approach that integrates activities at particular sites with provincial and national management effectiveness strategies and cost-efficient interventions

## **2.5 Description of the project's Theory of Change**

47. Against the biodiversity impacts, the Theory of Change (ToC) (Figure 1) below summarizes how a combination of the proposed interventions described above is expected to result in maximum benefits in terms of protecting the biodiversity from existing and emerging threats through the development of a financially sustainable, effective and representative national protected area network and improved land-use practices in buffers around parks with a focus on community benefits (especially job creation and stimulation of economic activity) and partnerships. It requires integrating management planning, monitoring, evaluating, and improving PA buffer zone interventions. Also, requires ensuring the financial sustainability of the PA estate through reducing costs of expansion, improving cost efficiencies within PA management agencies, including improving the resilience of existing income streams, financial governance, and strengthening benefit-sharing arrangements.



Source: Based on the ProDoc, 2014

## 2.6 Expected results

### Component 1: The establishment of new protected areas

***Outcome 1: National protected area estate expanded by 197,000 ha over a baseline of 7.9 million ha, resulting in increased representation of the following globally important terrestrial habitats currently under-represented in the PA system***

- Output 1.1: Establishment of New Protected Areas in the Succulent Karoo Hotspot (Richtersveld Coastal) – (Target: 18,000 ha)
- Output 1.2: Lowland climate change corridors in the Cape Floral Region (Riverlands/Pella - Dassenberg-West Coast) – (Target: 12,000 ha)
- Output 1.3: Establishment of New Protected Areas in upland areas in the Cape Floral Region (Forest exit areas) – (Target: 19,000 ha)
- Output 1.4: Establishment of New Protected Areas in upland areas of the Maputaland Pondoland Albany hotspot (Sneeuberg corridor linking Mountain Zebra and Camdeboo National Parks). – (Target: 45,000 ha)
- Output 1.5: Establishment of New Protected Areas in upland areas of the Maputaland Pondoland Albany hotspot (Eastern Cape interior) – (Target: 30,000 ha)
- Output 1.6: Establishment of New Protected Areas in lowland areas of the Maputaland Pondoland Albany hotspot (East Cape transfer and tenure formalization) – (Target: 10,000 ha)
- Output 1.7 Establishment of New Protected Areas in lowland areas of the Maputaland Pondoland Albany hotspot (Kruger to Canyon) – (Target: 63,000 ha)

### Component 2: Improve management effectiveness of new and existing protected areas

***Outcome 2.1: Improved PA management effectiveness delivers enhanced protection to 1,100,000 ha of new and existing protected areas.***

- Output 2.1.1 Capacity of PA staff to implement robust and low-cost PA expansion improved by supporting to the low-cost PA expansion processes.
- Output 2.1.2: Cost effective management planning, monitoring and evaluation developed and implemented in existing and newly expanded PA.

***Outcome 2.2: Improved PA management effectiveness through effective integrated interventions in buffer zones covering 100,000 ha around three national parks and/or provincial reserves through implementation of buffer zone policy and interventions including improved land use controls***

- Output 2.1.3: Implementation of the policy on Buffer Zones for National Parks for three areas, (a) Kruger National Park, (b) Dassenberg- West Coast Protected Area and (c) Mountain Zebra and Camdeboo National Parks.

### Component 3: Improving Financial Sustainability of the PA

**Outcome 3.1: PA Expansion costs per hectare reduced by 60% over a baseline of US\$ 500/ha by introducing partnerships for PA management and reducing direct purchase of state and other land for protected area expansion**

- Output 3.1.1: Offset investments are optimized to facilitate low-cost PA expansion and on-going management.
- Outputs 3.1.2 - Investments in ecological infrastructure are optimized to support low-cost PA expansion and their management.
- Output 3.1.3 - Synergies between land reform and PA expansion are developed.
- Output 3.1.4: Socio-economic opportunities and partnerships that would advance cost-effective expansion of the PA network and development of a biodiversity driven economy both in- and outside park buffer zones are identified.
- Output 3.1.5: Key lessons learned from interventions under outcomes 3.1 and 3.2 are identified, analyzed, documented and shared.

**Outcome 3.2: To improve the financial sustainability of the expanded PA network by optimizing and diversifying revenue streams and by improving cost efficiencies.**

- Output 3.2.1: Existing financial income streams of the PA network and its ability to absorb external shocks is optimized and the governance efficiency of exiting income streams assessed (Target: reduce the financial gap by 35%).
- Output 3.2.2: Other innovative financial instruments and mechanisms to improve the financial resilience of the PA network and its expansion are explored and identified (Target: reduce the financial gap by 35%).
- Output 3.2.3: Analysis of cost-effective resource allocation and efficiency of spending within the expanded low-cost reserve network.

## 2.7 Total resources

The total resources allocated to the project at CEO endorsement of the ProDoc are presented in the table below:

Project Financing	Amount (in USD)
GEF Trust Fund	8,550,000
UNDP TRAC resources	800,000
SANParks	17,775,000
MTPA	8,250,000
CapeNature	7,200,000
ECTPA	8,500,000
LEDET	6,834,112.56
<b>Total</b>	<b>57,909,112.56</b>

## 2.8 Summary of main stakeholders involved in implementation and their roles

Actor	Role
Department of Environmental Affairs	DEA (now DFFE) is the government department that has overall responsibility for the PA network. In addition to providing much of the non-tourism financial support for the

	PA network, DEA (now DFFE) will also play a key-supporting role in the declaration of expanded PA.
<b>South African National Parks</b>	SANParks is the primary implementing agency for the national PA project. In addition to directly implementing several components, it will provide the project management capacity and overall financial oversight for the project. The board manages approximately half of South Africa's formal PA network (measured by area).
<b>Provincial Conservation Agencies</b>	Management Authority of provincial PA
<b>National Department of Public Works</b>	Custodian of some conservation land of biodiversity importance and to be transferred to respective conservation agencies
<b>Department of Agriculture, Forestry and Fisheries</b>	Custodian of some conservation land and state forests of biodiversity importance and to be transferred to respective conservation agencies
<b>CapeNature</b>	Management Authority of Protected Areas in the Western Cape and key implementing partner for projects in the Riverlands/Pella-Dassenberg-West Coast corridor falling under their mandate including work regarding the management effectiveness component (particularly in the development of cost-effective management planning processes for low-cost expansion areas) and PA financing
<b>Eastern Cape Parks and Tourism Agency</b>	Management Authority of EC province PAs. Key implementing partner for projects in the upland areas of the Maputaland Pondoland Albany hotspot (Eastern Cape interior, such as Amatole Mountains and the north-east high-altitude grasslands) and other ECPAES priority areas falling under their mandate including work regarding the management effectiveness component (particularly in the development of cost-effective management planning processes for low-cost expansion areas) and PA financing
<b>Mpumalanga Tourism and Parks Agency</b>	Key implementing partner for projects in the Kruger to Canyons area falling under their mandate including work regarding the management effectiveness component (particularly in the development of cost-effective management planning processes for low-cost expansion areas) and PA financing.
<b>Limpopo Department of Economic Development, Environment and Tourism</b>	Key implementing partner for projects in the Kruger to Canyons area falling under their mandate including work regarding the management effectiveness component (particularly in the development of cost-effective management planning processes for low-cost expansion areas) and PA financing.
<b>Northern Cape Nature Conservation</b>	Provincial conservation Authority for Richtersveld
<b>Western Cape Provincial Department of Public Works</b>	Custodian of some conservation land in the Western Cape
<b>Department of Human Settlements (Western Cape)</b>	Landowner in the Riverlands/Pella-Dassenberg-West Coast corridor expansion area.

<b>University of Witwatersrand Rural Research Facility</b>	Key academic partners who will contribute to the appropriate analysis of project outcomes and lessons
<b>Agricultural Research Council University of Pretoria</b>	
<b>Nelson Mandela Metropolitan University</b>	
<b>District and local municipalities at all sites</b>	Stakeholder and will need to take cognizance of the new levels of protection in the various LEDs, CRDPs, IDPs and SDFs, and to ensure compatible land use planning in the focal area as municipalities are responsible for land use planning.
<b>Local communities and Community institutions</b>	Local communities will be major beneficiaries of project interventions and improvements especially those related to enhancing community capacities to plan and manage natural resources in communal areas contracted into national parks.
<b>Richtersveld Sida !hub Community Property Association (CPA)</b>	Key partners in developing the Richtersveld Coastal proposal.
<b>Private land owners</b>	A wide diversity of private land owners important in conservation of landscapes and endangered/threatened species.
<b>Wilderness Foundation</b>	An existing project partner with SANParks in Sneeuberg corridor linking Mountain Zebra and Camdeboo National Parks.
<b>Kruger to Canyons Biosphere Association</b>	Non-Profit company supporting the Kruger to Canyons Biosphere Reserve. which was registered in 2001 by United Nations Educational, Scientific and Cultural Organization. (UNESCO)
<b>Richtersveld Cultural and Botanical Association (RCBA)</b>	Management Authority for Richtersveld Cultural and Botanical Landscape World Heritage Site
<b>Cape West Coast Biosphere Reserve</b>	Non- Profit company implementing activities within the Cape West Coast Biosphere Reserve
<b>GLTFCA</b>	Management of the Greater Limpopo Transfrontier Conservation Area, part of which also looks at land use in the buffer areas of the transfrontier conservation areas
<b>AWARD</b>	Non-profit company implementing the United States Agency for International Development (USAID) RESILIM program, and provide technical and conceptual support/implementation with regard to governance, integrated water resource management and biodiversity
<b>UNDP</b>	GEF Implementation Agency providing quality assurance and oversight
<b>DBSA</b>	Development facilitator through direct funding
<b>USAID</b>	Co-funding (for spatially overlapping area)

### **3 FINDINGS**

#### **3.1 Project Design / Formulation**

##### **3.1.1 Analysis of Results Framework: project logic and strategy, indicators**

48. The ProDoc and the interviewees acknowledge that project design followed a participatory approach, allowing consultation opportunities to respond to the needs and priorities expressed by project partners and beneficiaries.
49. The project holds international relevance as it supports the government of South Africa in implementing its Aichi targets (SA is at 16.1 % currently), through the expansion of conservation areas of global significance, including through Transfrontier Conservation Areas (TFCAs).
50. Selection of sites is based on sound technical information such as national biodiversity assessments, planning and legislative frameworks, and conservation gaps. In the general opinion, the project is addressing the highest conservation priorities in all three intervention ecosystems (three biodiversity hotspots), both in terms of expansion and increased management capacities.
51. Implementation strategy underestimated the governmental and political complexity derived from protected areas expansion, resistance to change due to historical complexities, and high-level engagement needed to accelerate decision making and appropriation from different agencies. The changes expected to take place at the institutional level supposed a higher political endorsement which was not represented in the Project Steering Committee. Moreover, the composition of the Project Steering Committee was closer to a Technical Committee
52. The project was ambitious in terms of the difficulty of securing PAs in some of the target landscapes, for example, conservation surface of lowland fynbos cannot be compared with the same surface in the succulent karoo in terms of levels of threatened ecosystems and competing land uses. On the other hand, the institutional and land administration complexities that needed to be navigated to bring about declaration are usually out of the direct control of the project.
53. In terms of project indicators at the objective level, the project is not recognized as particularly ambitious in terms of the area under the national PA network, METT scorecards, or reduced financing gap. The proposed total increase in conservation area equals 2,5% of the area currently represented in the PA system, considering some of these new expansion areas were already advanced or started their declaration process prior to the project. However, it is important to recognize its

relevance in terms of the important ecosystems being secured in highly complex institutional environments with competing land uses.

54. The proposed increase in Management Effectiveness Tracking Tool scores could also be considered as modest, however, stakeholders acknowledge that baseline METT scores were perhaps too optimistic and high, and were revised downwards once teams were more experienced with the tool, as the initial baseline was considered as a desktop exercise. The METT tool should be seen as limited in its capacity as high-level indicator of change as it is not nuanced enough and did not capture all the progress made towards improving management effectiveness across the project sites.
55. Indicators were not formulated in detail, and in some cases such as Indicator 4 (Financial Sustainability Scorecard for the PA network) a baseline was not initially established. In terms of the SMART criteria, project indicators are only following partially. Weakness is mostly concentrated in the specificity criteria because design does not offer sufficient detail to understand how the targets will be achieved. In all cases project indicators and targets are expected to be achieved by the end of the project, which does only partially fulfil the time-bound criteria.
56. The Outcomes 2 and 3 present targets based on the increase of GEF scorecards (METT and Financial Score Card - FSC). The Outcomes are therefore not specific about the specific scores, interventions or concrete changes that the project is likely to achieve, therefore could not be considered as fulfilling the specificity criteria.

### **3.1.2 Assumptions and Risks**

57. The ProDoc does not present an analysis of risks for this project, the Table presented in Annex 4 is empty. However, the Social and Environmental Screening was conducted, as further described in chapter 3.1.17. The Strategic Results Framework presents in general terms major assumptions and risks behind the project intervention; however, risks are not graded and there is no further detailed explanation of these, nor a description of the mitigation measures and strategies to overcome them during implementation.
58. The ProDoc does not elaborate in terms of the risks derived from sensitive issues such as land tenure, land vesting, and informed decision processes involving communities and private land owners. It can be concluded that the design underestimated the complexity behind implementing the proposed interventions, and consequently was not a navigation tool for the PMU to deal with them.

### **3.1.3 Lessons from other relevant projects (e.g. same focal area) incorporated into project design**

59. In general terms, interviewees acknowledge that the design is based on a longstanding experience of UNDP as GEF Implementing Agency in South Africa, as well as the institutional memory and tradition of SANParks implementing projects with multiple partners and the international cooperation.
60. The project strategy proposed in the ProDoc contemplates that some outputs will take into account the experiences of past projects, thus using lessons learned and best practices for better execution. It is mentioned that the implementation of Output 1.4 will take into account the experience of other reserve expansion projects in neighboring areas, such as in the Addo area, to share and assist in the expansion of low-cost reserves in these areas.
61. Besides, for the implementation of Outputs 2.1 and 2.2, it is noted that lessons learned from the Agulhas Biodiversity Initiative will be taken into account, ensuring that the mistakes made were not repeated. In particular, the critical need to ensure that support for low-cost reserves adjacent to state passes is sufficient and that the necessary monitoring and evaluation processes are incorporated into state PA operations.
62. Beyond the above the ProDoc does not present explicit references to lessons learned from other projects. No explicit or concrete lessons were found derived from previous projects attempted to expand or create new protected areas, or to improve its financial sustainability. However, the ProDoc makes reference to previous METT experiences back in 2010 which lead to a more detailed and careful identification of barriers, gaps and needs.

### **3.1.4 Planned stakeholder participation**

63. The project design followed a participative process, as required by the GEF and UNDP. The project included a consultative process through a workshop with stakeholders at the national and provincial levels during the project preparation grant (PPG) phase.
64. The project design included a first stakeholder involvement plan, and the ProDoc included the clarification that it was necessary to provide a complete plan for completing the original document. Thus, the ProDoc only proposes a table of the main stakeholders and initiatives related to the project and a brief description of the reasons for coordinating with them.

65. Concerning the partnership agreements, it is not evident how the stakeholders and initiatives identified in the engagement plan were to be approached. However, in "implementation agreements" of the ProDoc, it is better described how the project would maintain coordination with the national and site levels, as well as communication through the reporting structures of the Project Steering Committee and Protected Area Technical Unit.
66. Regarding the roles and responsibilities of the different partners, the ProDoc only details the responsibilities of SANParks as well as the Project Management Unit. In the case of the Project Steering Committee, it was established how it should be formed, and in a general description it indicates that the Committee was in charge of providing feedback and communicating about the implementation of the project.

### **3.1.5 Linkages between project and other interventions within the sector**

67. The original design foresaw that the project would collaborate with different initiatives and projects, whether financed by the GEF or by other cooperating partners. The GEF projects with which an articulation was foreseen are: (1) PIMS 4719, entitled "Mainstreaming Biodiversity into Land Use Regulation and Management at the Municipal Scale". In fact, there were shared project staff between the two GEF-5 projects stationed at the K2C office in the Kruger landscape. In addition, the project also considered working with the project (2) "GEF SGP (small grants program)" because the Project works in socio-economic development through various conservation and wildlife liked projects.
68. The project was also engaging with: (1) Development Bank of Southern Africa (DBSA) Green Fund through SANParks/GREEN FUND/DBSA INITIATIVE which involves stimulating an economy around conservation for social upliftment. Also, it was foreseen to work with: RESILIM – Resilience of the Limpopo Basin Project funded by USAID; (2) One-health- Programme/AHEAD; (3) West Coast Biosphere Reserve initiative.

### **3.1.6 Gender responsiveness of project design**

69. There is no evidence that the project design has aligned with national policies or gender equity strategies. Nor has it included lessons learned on gender and women's empowerment from past projects. In general, there is no baseline or analysis of the role of women as part of the project.
70. However, as part of the UNDP Environmental and Social Screening Template, the project evaluated 'Principle 2: Gender Equality and Women's Empowerment which

includes four sub-criteria. The results indicate no negative or limiting impact of the project on women and their rights.

71. Furthermore, It is important to mention that at the time the project was conceptualized, gender issues were not mandatory for the design; nevertheless, it is evident that there was a commitment and partial responsibility on the part of those who participated in the design to include the topic. Thus, during the design phase, a dialogue platform was created to gather lessons learned and recommendations to be included in the project. Despite the above, no gender issues were addressed in the project's strategy.

### **3.1.7 Social and Environmental Safeguards**

72. The UNDP Environmental and Social Screening Template was applied during project design. The application of the tool resulted in the following two risks identified, for each one a management measure was proposed. The two risks identified were categorized as those related to the principles of:

- Human Rights: related to 1) Access to the area; 2) Traditional authority land; 3) Social for no assessments done in that area; 4) Communal grazing lands cultural activities; Economical for taking there usages/businesses away.
- Displacement and Resettlement.
- Indigenous Peoples.
- The project was graded with a moderate risk because it was enhancing the ecological/environmental and social attributes in the protected areas and surrounds; Also, the Quality Assurance (QA) confirm was mentioned that the stakeholder participatory approach showed equal opportunity; adhering to policies and strategies to ensure equitable environmental and social standards.

## **3.2 Project Implementation**

### **3.2.1 Adaptive management**

73. The project implementation could be described through three differentiated periods, each posing different challenges for adaptive management capacity: 1) A slowly start up during the first two years, only 4% of total budget was disbursed.; 2) An accelerated implementation period between 2017 and 2019 with progress reported mostly in Components 1 and 2; 3) And a project consolidation period between 2020 and 2022 with progress reported in all three components but limited by COVID 19.

74. The project presented low adaptive management capacity during the startup process, with major difficulties reported in terms of achieving the contractual agreements with the different implementing partners involved, and later to structure and recruit the PMU. After the CEO Endorsement in March 2014, it took until June 2015 to approve and sign the ProDoc, while the project manager was hired in October 2017.
75. According to stakeholders, during the second implementation period (2017-2019), the project demonstrated flexibility and adaptive management capacity. The relative autonomy and space left to the implementing partners, allowed them to follow a nested approach adapting project objectives and outcomes to the specific contexts and stakeholder's needs. Having project steering committee meetings three times per year has been a constructive adaptive management measure to help coordinate the activities by 5 different implementation partners.
76. However, it has been also acknowledged that such complex decentralized arrangement posed challenges to ensure progress as expected, notably with regard to a shared understanding about project outcomes, indicators and implementation strategy. It is important to note that decentralized approaches are captured in literature as increasing the resilience of systems, and that the project design at site level proved to be an interesting alternative to what might be experienced at the national level, especially in times of COVID-19.
77. The decision-making and control of the implementation strategy was guided by the institutional mandate at the local level, leaving the PMU an administrative role, concentrated in reporting and oversight. Therefore, the PMU had a limited exposure to the different sites, the project coordinator for example, only visited the project intervention sites twice, during the mid-term review (MTR) and the TE missions. Visit to implementation areas was halted during the Covid-19 lockdown, however, oversight of the PMU was under a SANParks employee, who has extensive exposure to the sites and served as a resource person for the PMU.
78. During this second period, different examples were provided during interviews about the flexibility and capacity to adapt the original strategies to emerging opportunities and trends. Sites were revised and the strategy to achieve the proposed goals updated in different intervention areas. The METT scorecard was applied to different conservation categories and scaled up within SANParks and the different conservation agencies involved to become an online tool linked to official planning and reporting. For the first time METTs were also conducted extensively with private nature reserves, as part of an innovative landscape approach. Institutional

embedment and scaling uptake of this nationally gazette tool is a major achievement of the project.

79. The third implementation period was marked by the late initiation of activities related to Component 3, considering the PMU staff assigned to coordinate this component was only hired in January 2019. On the other hand, progress in activities related to Components 1 and 2 were also affected by national lockdown and mobility restrictions due to COVID 19.
80. The changes proposed by the MTR to the project result's framework are: 1) At the objective level, apply the median of METT scores as a statistical measure rather than mean (average), and validate the baseline figures and adjust the end targets accordingly; 2) At the objective level, define how financial sustainability is measured; for a consolidated measure of the system of PA's, a weighted average based on area under management might be most representative; 3) At the objective level, add a gender-disaggregated socioeconomic indicator, e.g., number of direct beneficiaries; 4) At the outcome level, replace the indicator on reduction in average cost of PA expansion with an indicator that highlights changes in diversification of PA expansion; and 5) At the outcome level, separate baseline and end targets should be applied for the financial sustainability scorecard for the PA sub-systems managed by the 5 conservation agencies.
81. The MTR proposed five recommendations regarding the project results framework, these were presented at the PSC, however, there is no evidence that these changes were approved by the PSC. While the PMU acknowledges them and reports accordingly for this TE, all the PIRs still report on the original results framework, except for the indicator related to the METT tab.
82. Both the slow start up process and later COVID 19 impacted project programming and justified two no-cost extensions totaling 18 additional months. It must be noted that the Covid-19 extension was still affected by the different gazette local restrictions imposed in managing the pandemic, as well as agency management decisions on safeguarding their employees. So, whilst implementation continued, the working environment was not conducive.
83. The PMU faced important challenges to build and consolidate a team, starting with the incorporation of staff prior to the project coordinator. New staff arrived to the PMU at different times, without an adequate induction process as it was confirmed during interviews. The PMU did not share an office, besides project partner's and PSC meetings, no specific team building activities or tools were in place to facilitate exchange of information and a unified understanding of the implementation strategy and linkages between the three project components. However, it has been argued

that regular project partners meetings were convened for this purpose and PSC meetings and associated field trips served towards this end to some degree.

84. As a result of these, stakeholders report a weak cohesion between components, PMU members working in relative isolation and very limited coordination among project interventions at the site level as well as at the national level. This has not only affected coordination capacity with implementing partners, but also among different functional areas within SANParks.

### **3.2.2 Actual stakeholder participation and partnership arrangements**

85. Stakeholder participation and engagement has been highlighted as one of the strengths in project implementation, even though the project design did not elaborate on a stakeholder's participation and engagement plan. Through adaptive management approaches the project forged multiple partnerships with other projects and organizations in the landscape during its implementation phase, such as Cape West Coast Biosphere Reserve, City of Cape Town, D Environmental Affairs and Development Planning (EA&DP), WWF Khetha. A lot of these partnerships will forge sustainability through carrying on work initiated in the project.
86. The project was affected by complex management arrangements involving different national and provincial conservation agencies. After the ProDoc was signed, it took nearly two years to negotiate and sign the proposed management arrangements. Design did not only underestimate the complexity associated with realizing these arrangements, but it also failed to engage the necessary political endorsement needed.
87. The decentralized implementation arrangement was positive in terms of increased ownership and empowerment of conservation agencies, facilitating specific interventions based on local stakeholder's needs and opportunities. However, coordination and communication challenges were reported, while the PMU was not structured to lead five different implementing partners, each with different priorities, capacities and organizational cultures. Considering that it took almost two years to realize legal arrangements, similar impact could have been achieved in considerably less time without the need to engage into a decentralized implementation modality.
88. The Project Steering Committee facilitated decentralized implementation arrangements, involving national and provincial conservation agencies through regular meetings that promoted team building and cross learning. Regular PSC meetings were acknowledged as a sound management practice to promote cross collaboration and information sharing.

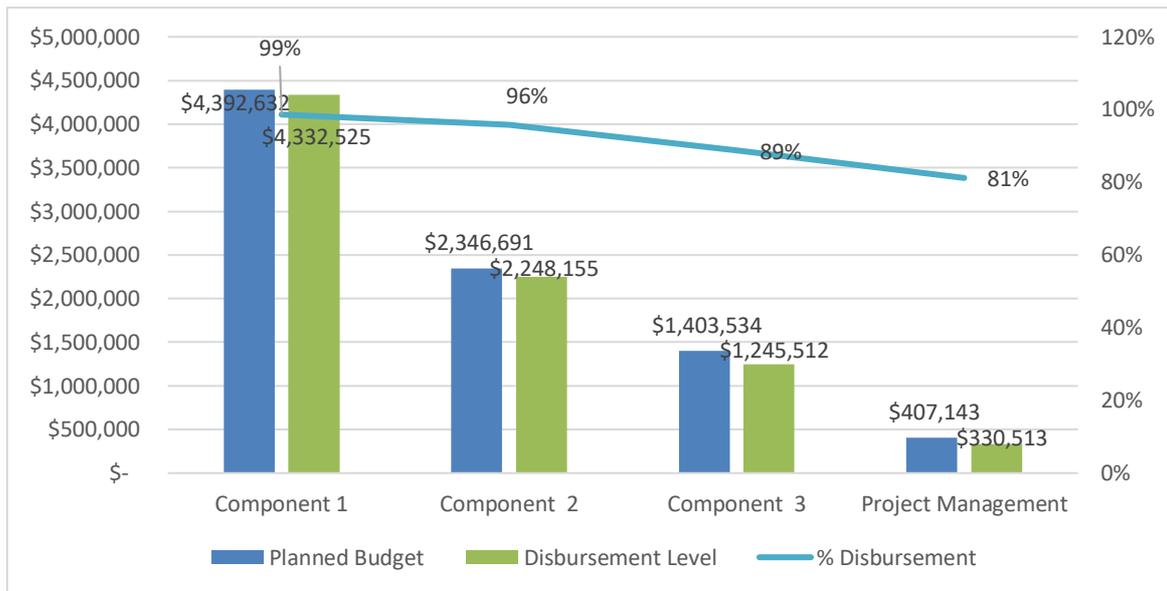
89. Interviewees agree that throughout implementation it was evident that the project needed higher level political support. Considering the profile of participants, the PSC performed closer to a technical committee rather than a strategic and political body empowered to provide direction and mobilize key stakeholders to accelerate implementation.
90. The project strengthened the landscape management approach, participating in multistakeholder spaces such as the case of the Dassenberg Coastal Conservation Partnership (DCCP) or the Greater Kruger through the establishment of the Greater Limpopo Transfrontier Conservation Area Cooperative Agreement (2018), which strengthened governance between 16 protected areas (across 2.4 million hectares) as part of the Great Limpopo Transfrontier Conservation Area (GLTFCA) Institutional reform process (Treaty, 2002). The politically MINMEC- and Cabinet approved Greater Kruger Strategic Development Framework (GKSDP 2020), which created multi-sectoral governance and partnerships between conservation and other sectors. The coalition of landowners in the Karoo has also been highlighted as a good practice in terms of strengthening governance and social cohesion.
91. In terms of Component 2, the project managed to build a learning community around management effectiveness issues. Under the leadership of SANParks, the METT achieved important levels of appropriation, including provincial agencies and private protected areas.
92. Interviewees agree that interventions gained in terms of sustainability and appropriation, as these were also opportunities for knowledge sharing and wider stakeholder's engagement and cooperation.
93. Interviewees report important levels of coordination and crossed participation with other GEF projects implemented simultaneously, projects such as the Biodiversity and Land Use (BLU) or BIOFIN not only shared objectives and intervention areas, but also offered important opportunities for collaboration.

### **3.2.3 Project Finance and Co-finance**

94. The original project budget equals USD 8.55 million from the GEF for the implementation period. By December 31 2021, the project disbursed USD 8.15 million, that is 95% of the total available budget. It is important to mention that the project budget was calculated at an exchange rate of 1:9 between dollars and local currency. The PMU informs that in order to make the respective comparisons this same exchange rate has been maintained for both the MTR and TE.

95. At Outcome level as on the end of 2021, the first Outcome reports the highest execution with 99%, followed by Outcome 2, with 96%. Outcome 3 reports 89% execution which is unsurprising given the late start in the Component, and the Project Management reports the lowest execution at 81% (with management activities continuing until Financial close in June 2022), as shown in the following figure:

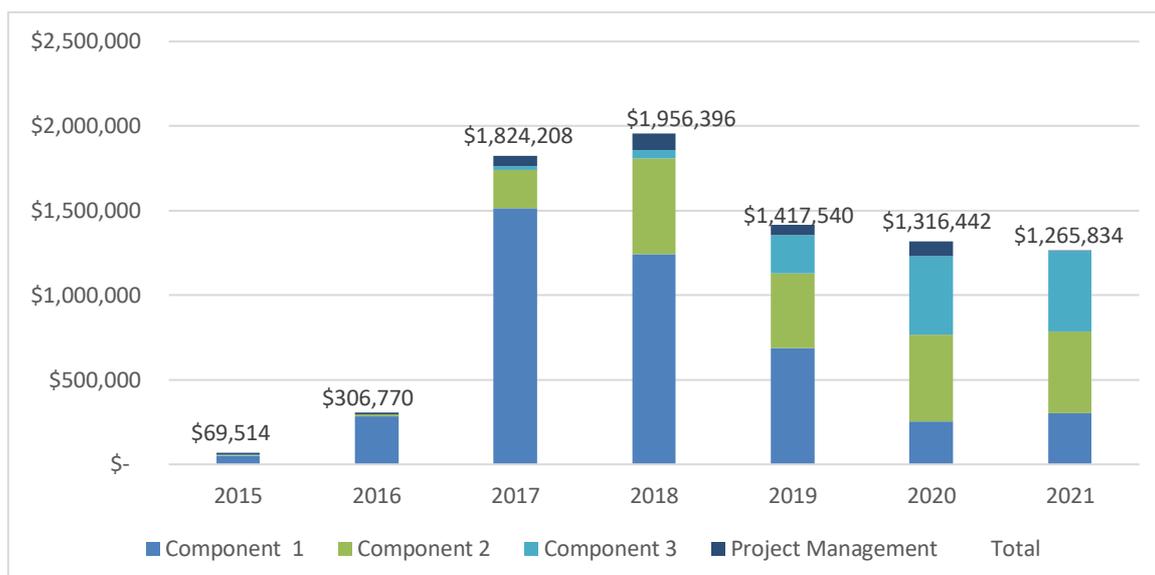
**Figure 1. Outcome Budget vs Disbursement**



**Source: Workplan and annual spent, 2015 – 2021**

96. The lowest execution accounts only for year 2015. Almost 46% of execution occurred between 2017 and 2018, subsequently, execution declines and stabilizes for the next three years. There are changes in the financial execution planning for Components 1, 2 and project management for all 5 years. For Component 1 and Project Management there is an increase, while for Component 2 the allocation originally foreseen in the ProDoc decreases.

**Figure 2. Outcome Budget by Year**



**Source: Workplan and annual spent, 2015 – 2021**

97. As part of the financial control, the project prepared progress reports, which included the planned budget and disbursement level for the different activities planned for each Outcome.

98. As part of the PIRs, the project presented the implementation progress report. The information corresponded to the comparison of its cumulative progress with the budget approved in ProDoc, in the Atlas system, and the general ledger expenditure.

99. The above-mentioned tools, due to the quality and frequency of information, allowed the coordination of the project to be kept constantly informed of progress. The reports do not show that any relevant management problems have arisen.

100. Regarding co-financing, the project produced a final report as shown in Table 2. Initially, according to Annex 9 of the Mid-term report (page 78 of 100), the project expected a co-financing of USD 26,680,812 from MTR to TE but the final amount mobilized from MTR to TE was USD 28,751,833. This all added up to a project co-financing total mobilized of USD 64,880,133. The detailed breakdown of co-financing mobilized from co-financers is detailed in Table 3. The major contributors were CapeNature, SANParks and ECPTA, among others.

**Table 2. Co-financing**

Type/Source	UNDP Financing (USD)		Government (USD)		Other (USD)		Total (USD)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants				52,857,135		3,666,906		56,52,041
Loans /Concessions								-
In-kind Support				8,176,144		176,215		8,352,359
Other - Public Invest				3,733				3,733
<b>Total</b>	800,000	0	48,559,113	61,037,012		3,843,121	49,359,113	64,880,133

Source: Cofinance Report, 2021

**Table 3. Confirmed Sources of Co-Financing at TE Stage**

Sources of Co-Financing	Name of Co-financier	Type of Co-financing	Investment Mobilized	Amount (US\$)
Recipient Country Governm	SANBI	Public Investment	Recurrent expenditures	3,733
Recipient Country Governm	DEA (now DFFE)	Grant	Investment mobilized	1,124,661
Recipient Country Governm	DEA&DP	Grant	Investment mobilized	12,499,012
Civil Society Organization	WWF	Grant	Investment mobilized	665,344
Recipient Country Governm	WCPG	Grant	Investment mobilized	49,037
Recipient Country Governm	CoCT	In-kind	Recurrent expenditures	2,241,333
Recipient Country Governm	CoCT	Grant	Investment mobilized	6,955,313
Recipient Country Governm	CapeNature	In-kind	Recurrent expenditures	1,955,514
Recipient Country Governm	CapeNature	Grant	Investment mobilized	1,510,520

<b>Civil Society Organization</b>	Cape West Coast Biosphere Reserve	Grant	Investment mobilized	148,276
<b>Private Sector</b>	The Nature Conservancy	Grant	Investment mobilized	50,000
<b>Recipient Country Governm</b>	ECPTA (from the Provincial Dept)	Grant	Investment mobilized	5,654,763
<b>Recipient Country Governm</b>	ECPTA (from the Provincial Dept)	In-kind	Recurrent expenditures	2,023,234
<b>Recipient Country Governm</b>	SANParks	In-kind	Recurrent expenditures	1,669,911
<b>Recipient Country Governm</b>	SANParks	Grant	Investment mobilized	14,003,744
<b>Recipient Country Governm</b>	MTPA	In-kind	Recurrent expenditures	114,903
<b>Recipient Country Governm</b>	MTPA	Grant	Investment mobilized	5,962,963
<b>Private Sector</b>	Greater Kruger Private and Communal Reserves (To SANParks)	In-kind	Recurrent expenditures	142,523
<b>Civil Society Organization</b>	WWF Khetha (To SANParks)	Grant	Investment mobilized	61,429
<b>Civil Society Organization</b>	K2C (To SANParks)	In-kind	Recurrent expenditures	33,692
<b>Civil Society Organization</b>	K2C (To SANParks)	Grant	Investment mobilized	2,692,820
<b>Recipient Country Governm</b>	LEDET	In-kind	Recurrent expenditures	171,248
<b>Recipient Country Governm</b>	LEDET	Grant	Investment mobilized	5,146,158
<b>TOTAL</b>				<b>64,880,133</b>

Source: Cofinance Report, 2021

### 3.2.4 Monitoring & Evaluation

Monitoring and Evaluation (M&E)	Rating
<b>M&amp;E Design at entry</b>	Moderately Satisfactory
<b>M&amp;E: Implementation</b>	Moderately Satisfactory
<b>Overall Quality of M&amp;E</b>	Moderately Satisfactory

#### **M&E Design at entry**

101. The ProDoc does not present an M&E Plan as such, but rather includes a series of activities that are considered key to M&E: The activities following milestones and standard procedures for GEF-UNDP, including inception workshop, quarterly report, project implementation report (PIR), site visits, mid-term report, final evaluation and project terminal report. For each of the above milestones, the ProDoc appropriately sets out the times at which they should be carried out, as well as when they would allow the GEF OFP to be kept informed. Also, the ProDoc proposes uses other tools as the Atlas system.
102. The ProDoc also does not present a monitoring system for the indicators; only the logical framework matrix is presented. However, the project team developed a matrix that includes the method, responsible party, time and assumptions for each of the project indicators.
103. The budget allocated for M&E includes the activities mentioned in the first paragraph of this section, there is no budget allocated for monitoring of indicator and outputs.

#### **M&E: Implementation**

104. During project implementation, there was no M&E system for its indicators, which made it difficult to identify the progress of the indicators. Pending baselines were not updated and it was not until an external evaluation was hired right at the end of implementation period, where key decisions were made in terms of how and what to measure for Components 1 and 2. Component 3 followed recommendations from the MTR to revise indicators, but did not fully achieve the nuanced co-development of agency specific targets by the end of the project.
105. It has been verified that the main milestones proposed in the ProDoc have been met, the final evaluation, Mid-Term Review, annual and semiannual reports and mission

reports have been developed. In addition, the project has developed six PIRs and five audits.

- 106. The PIRs submitted have good quality, present a fair amount of detailed information on the activity’s implementation. However, gaps were found in terms of measuring the progress of each indicator, since, until 2021, the achievements attributable to Outcome 1 or 2 were not clear.
- 107. The PIRs also provide details on the status of environmental and social risks and gender. In any case, it is considered that the project provided key information to stakeholders as well as for timely decision making.
- 108. It is important to note that there is no evidence that new indicators or a general monitoring of beneficiaries, differentiated by gender, have been included, despite the fact that the project involved villages and communities located in PA buffer zones.

**3.2.5 UNDP implementation/oversight (\*) and Implementing Partner execution (\*), overall project implementation/execution (\*), coordination, and operational issues**

UNDP Implementation/Oversight & Implementing Partner Execution	Rating
Quality of UNDP Implementation/Oversight	Moderately Satisfactory
Quality of Implementing Partner Execution	Moderately Satisfactory
Overall quality of Implementation/Execution	Moderately Satisfactory

**UNDP implementation/oversight**

- 109. UNDP’s portfolio offers a powerful network and experience implementing GEF projects worldwide. UNDP’s integral approach incorporates a wide range of development challenges, adding value in terms of institutional relationships, political dialogue and mainstreaming the human rights-based approach.
- 110. UNDP South Africa has played a strategic role throughout the project cycle, leading the project design and CEO endorsement process. During project implementation UNDP experience was highlighted in terms of oversight and project assurance. Stakeholder’s recognize UNDP team as highly responsive, approachable and available to add value in terms of technical assistance, political support or procurement issues.
- 111. Implementation took advantage of UNDP’s global network in terms of promoting south-south cooperation and knowledge sharing, such as the exchange reported between a UNDP-GEF project in Uruguay and the project initiative with private landowners in the Karoo (More detail on Section 3.3.8). Close collaboration was also reported with other

projects within the UNDP–GEF portfolio in South Africa such as BIOFIN and BLU (Biodiversity and Land Use).

112. In terms of areas to improve, stakeholders consider that UNDP as implementing agency could have played a more effective role in terms of accelerating the slow start up process, which consumed almost 40% of the total available implementation time.
113. During project design UNDP’s experience could have been determinant to choose a more practical and less risky implementation arrangement. The 15 months between CEO endorsement and ProDoc signature could have been used to set up roadmaps and institutional commitments to accelerate the time required by SANParks to negotiate agreements with the five implementation partners. During implementation, in terms of risk management, PIRs for example do not provide sufficient detail or mitigation measures to solve the barriers found to recruit a PMU and sign the institutional agreements needed to operate.

#### **Implementing Partner execution**

114. SANParks as implementing partner is a globally recognized institution specialized in protected areas management and biodiversity conservation. It holds a longstanding experience collaborating with international donors and NGO’s. SANParks holds a semi-autonomous structure with revenue generation and retention capacity.
115. Stakeholder’s recognize SANParks technical leadership, experienced staff and powerful network as a key contribution to project’s objectives. The PMU was acknowledged as supportive, committed and flexible, facilitating a differentiated strategic approach in each intervention area.
116. As leading implementation partner, SANParks played an important role engaging stakeholders at the site level, with important appropriation and ownership in PA declaration process, but specially in terms of the institutional embedment and scaling uptake of the METT.
117. However, it has been also commented during interviews that higher level direct involvement and rapid responses were needed, for example to accelerate the agreements with implementing partners, structuring of the PMU and unlocking inter-institutional issues arising from PA declaration. The kind of transformation and paradigm shift required from a financial sustainability component demanded a very close articulation and buy-in at the highest level of SANParks and partner management agencies.

118. In operative terms, project implementation was severely affected by the absence of a management model or operational framework to navigate GEF projects in SANParks. SANParks was not fully setup to implement a project with this level of complexity. This was a hurdle in the initial stages of the project implementation, but there was a progression as the relevant structures were put in place and coordination and guidance between SANParks and UNDP enhanced processes.
119. Project had to adapt to a dysfunctional management context where PMU was understaffed even after the MTR, project manager was hired two years after ProDoc was signed, while Component 3 coordinator was hired almost four years after the project started.
120. The PMU put adaptive management strategies in place, facilitated focused meetings with project sites, Project Steering Committee (PSC) and partners, adjusting well to a virtual system during Covid-19 period, and met all reporting requirements. Without this coordination, the project would have been compromised to deliver on the project activities where targets were not only met, but exceeded in some cases.
121. The PMU implemented an effective financial management system/process in coordination with UNDP, achieving the clean audits throughout the project and despite the extreme fluctuations in exchange rate. SANParks also demonstrated their support and commitment to the project by carrying the financial burden of the project during times when funds had not yet been received.
122. The project could benefit from management tools such as an information drive and other mechanisms to ensure project's information is not lost. Structured induction processes for the new team members could have facilitated faster response and unified understanding of project goals, targets and strategy. As a result, general perception of interviewees is that the PMU was not cohesive as a team and consequently project components were implemented in an isolated manner.

### **3.2.6 Risk Management, including Social and Environmental Standards (Safeguards)**

123. As mentioned in section 3.1.2 as part of the design, the SESP was applied, it identified two risks. Beyond this analysis, no other analysis was performed during project implementation or as part of the monitoring and evaluation processes.
124. With regard to the two year's delay to sign all the agreements with implementing partners, almost no detail was provided in the PIR nor a mitigation measure. Same could

be observed about a second important risk explaining considerable delay in implementation which was structuring and hiring a PMU.

125. During implementation, in 2017, a risk was identified related to land claim processes and mining rights impeded the formal proclamation of protected areas. The responses proposed by the project were successful in order not to extend the processes. It is also evident that the mitigation measures tried to find a midpoint between the project and those affected.
126. For 2018 and 2019 no new risks were identified, and the regulatory risk was not reported again. For 2020, 3 new risks were identified, the first one related to COVID-19 and the delay in the activities of the consultative processes, METT application, work meetings, and training. The second risk was related to the health and safety of the people involved in the project. In both cases, mitigation measures adopted to address this issue were deadline extensions and executing some actions remotely.
127. Likewise, for 2020 an environmental and social risks were identified due to encroachment and illegal construction of structures in the East London Coast and Mpopo Fort Fordyce PA. The actions taken by the project were consistent with the needs and activities that should have been addressed at a higher level, such as administrative follow-up processes.

### **3.3 Project Results and Impacts**

#### **3.3.1 Progress towards objective and expected outcomes**

##### ***3.3.1.1 Outcome 1: National PA estate expanded by 197,000 ha over a baseline of 7.9 million ha resulting in increased representation of the following globally important terrestrial habitats currently under-represented in the PA system***

128. The project was able to achieve most of the targets proposed in its indicators. However, in the case of the PA that were secured, the project covered 374,161 ha of the 197,000-ha target. The selected areas have a clear global biodiversity value, contributing to the conservation and management of priority biodiversity hotspot areas, nationally identified critical biodiversity areas, ecological support areas, and protected area expansion priorities, threatened and under-protected ecosystems, priority freshwater ecosystems, and water resources, as well as priority areas for climate change adaptation.
129. It is important to highlight that the project's focus was to expand the hectares of the Area of Succulent Karoo from the Richtersveld National Park to the Namaqua National Park.

This also reduced the risks associated with contracts and management agreements with communities and private parties

130. Furthermore, the project provided technical assistance for the development of conservation management plans for the expanded Klein Duin section; implementation of practical management actions; support for the declaration of coastal biodiversity hotspots, currently subject to a land restitution agreement, such as Boegoberg and the Holgat River; elaboration of a general conservation plan for the local municipality of Richtersveld.
131. The succulent Karoo hectares were exceeded by 50,2%, and the process to finalize another 24,081 ha is nearly complete (at 85-90% completion), expected to be declared shortly after the project, including some Succulent Karoo offsets. New PA in Lowland Fynbos and Mountain Fynbos reached 1,725 ha of additional achievements.
132. With regards to the Mountain Fynbos Forest Exit areas (19,000 ha), the transfer process is at 50-60% progress in line with transfer methodology developed by the project. For some of the sites, visits from the government departments involved in the transfer process have been conducted, which is an indication that the process is moving forward. These Mountain Fynbos Forest Exit areas are already managed by CapeNature, which has confirmed its motivation and commitment to accelerate the declaration of these sites.
133. The Maputaland-Pondoland-Albany hotspot succeeded in delivering additional 572,071 ha, such as the case of the additional achievement of 169,799 ha in the Mountain Zebra to Camdeboo Protected Environment.
134. The Eastern Cape Parks and Tourism Agency (ECPTA) has delivered in PA declaration but not in Inland PA Expansion; an additional 75,668 ha is about 70% in the process to be delivered. This includes a draft management plan for a tribal land area of about 70,000 ha.

**Table 4 Progress towards results Outcome 1**

Indicator	End of project target level	Cumulative progress and comments
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Area of Succulent Karoo protected Baseline:0	18,000 Ha	Target achieved: A total of 51,084 Ha was attained in the combined 27,003 Ha of “Fully Delivered <sup>1</sup> ” and 24,081 Ha of “Negotiated or Pending <sup>2</sup> ” declarations				
Area in the Maputaland-Pondoland-Albany PA system protected Baseline:0	148,000	Target achieved: A total of 337,041 Ha was attained in the combined 183,820 337,041Ha of “Fully Delivered” and 235,030 Ha of “Negotiated or Pending” declarations:				
			<b>Target Achieved</b>			
		<b>Specific Region</b>	<b>Target (Ha)</b>	<b>Fully delivered (Ha)</b>	<b>Negotiated Pending (Ha)</b>	<b>Total (Ha)</b>
		Mountain Zebra Camdeboo Protected Environment (MZCPE) Expansion	45,000	214,799	159,362	374,161
		ECPTA Inland PA Expansion	30,000	25,196	75,668	100,864
		ECPTA PA Declaration	10,000	15,915		15,915
		Greater Kruger Area	63,000	81,131		81,131
Area of Lowlands fynbos and renosterveld protected Baseline:0	31,000	Target not achieved: A total of 32,930 Ha was attained in the combined 3,976 Ha of “Fully Delivered” and 28,954 Ha of “Negotiated or Pending” declarations:				
			<b>Target Achieved</b>			
		<b>Specific Region</b>	<b>Target (Ha)</b>	<b>Fully delivered (Ha)</b>	<b>Negotiated Pending (Ha)</b>	<b>Total (Ha)</b>
		Low land Fynbos	12,000	3,976	8,454	12,430
		Mountain Fynbos	19,000		20,500	20,500

<sup>1</sup> To be considered in this category the reported hectares must: a) Be in the legal gazette and the South African Protected Areas Database or other formal status achieved; b) Have been funded by the project; c) Be within the specified geographic or category boundaries; d) Within the project's operating date range; e) Not be double-counted in other indicators.

<sup>2</sup> To be considered in this category the reported hectares must: a) Be Intermediate results such as purchase agreement, offset agreements, intent to declare, landowner agreement, management plans, absence of landowner doubts; b) Have paperwork in place but no formal status; c) Have delays in some part of the declaration process due to Covid-19.

### **3.3.1.2 Outcome 2: Improve management effectiveness of new and existing protected areas**

135. All the proposed indicators have been achieved, even exceeded such as the 168% for the areas covered by a METT evaluation. The first Outcome indicator achieved an increase in the METT score to an average of 73.5%. Beyond this, the project achieved unplanned results such as the generation of a national METT evaluation tool that is now online and is officially used nationally by all the conservation agencies.
136. The METT process was improved and the METT tool enhanced to include best practice principles and developed into an interactive web-based tool. Extensive institutional engagements lead to improved capacity building, uptake and integration, creating a transformational impact in management of protected areas nationally.
137. This has helped the different actors, such as CapeNature, to adopt decision support frameworks to improve adaptive management capability and improve their monitoring tools, and in turn, with the results they can identify gaps and improve their management. Private PA were also included as part of adaptive management capacity for this indicator.
138. In the K2C and Greater Kruger node landscape level METTs were undertaken where collective impacts, priorities were recognized for the 24 reserves (including state, private and communal areas) for the first time, building capacity to manage the protected area network and elevate priorities for rapid addressing.
139. In the case of the second indicator, it is important to mention that no targets were defined in the ProDoc, it only became evident in the MTR, so the targets were assigned proportionally to the size of each area.
140. The project worked in the buffer zones of three PA to improve their management. The project's approach is appreciated because it not only focused on declaring PA (Nature Reserve or Protected Environment) but also included other appropriate interventions, such as improving land use controls through engagements with municipal plans such as Spatial Development Frameworks and Land Use Schemes, as well as biodiversity plans and rural development plans in a pro-active manner. Reactive land use controls through commenting on development applications also took place. All three Parks successfully achieved and significantly exceeded their targets. The project achieved a total of 758,253 ha, significantly exceeding the national target of 100,000 ha.
141. Innovative approaches were taken at Greater Kruger and K2C landscape at two levels to improve the management of the 2.4 million hectare protected area system of the

Greater Kruger landscape in a holistic way. On one side, strengthening the PA system from the inside out through the partnership and cooperation model created in the Greater Kruger landscape through the Greater Limpopo Transfrontier Conservation Areas Cooperative Agreement (2018), including 16 state, community and private protected areas.

142. On the other side, strengthening the PA system from the outside by improving PA management effectiveness through regional land use approaches that focused on the landscapes adjacent to protected areas through partnerships secured over 700.000 ha of land for conservation compatible land uses. This took place through the utilization of incentive driven approaches, as well as proactive and reactive land use control tools, creating holistic impact driven approaches. This was underpinned by the Greater Kruger Strategic Development Programme which acted as the framework for this multi-sectoral land use approach to be endorsed at the highest provincial political level in Mpumalanga and Limpopo.

**Table 5 Progress towards results Outcome 2**

Indicator	End of project target level		Cumulative progress and comments																																																																	
<b>GEF METT scores for each of the existing and new PA brought on during implementation:</b> <b>Baseline:</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>SANParks</td><td></td></tr> <tr><td>Kruger</td><td>74 %</td></tr> <tr><td>Camdeboo</td><td>70 %</td></tr> <tr><td>Mountain Zebra</td><td>70 %</td></tr> <tr><td>West Coast</td><td>66 %</td></tr> <tr><td>Richtersveld</td><td>64 %</td></tr> <tr><td>Richtersveld Coastal</td><td>11 %</td></tr> <tr><td>CapeNature</td><td></td></tr> <tr><td>Riverlands</td><td>67 %</td></tr> <tr><td>ECPTA</td><td></td></tr> <tr><td>East London</td><td>50 %</td></tr> </table>	SANParks		Kruger	74 %	Camdeboo	70 %	Mountain Zebra	70 %	West Coast	66 %	Richtersveld	64 %	Richtersveld Coastal	11 %	CapeNature		Riverlands	67 %	ECPTA		East London	50 %	SANParks		<b>Achieved</b> Based on the median, the project has achieved an end-of project score of 74.5%. <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr><td>SANParks</td><td></td></tr> <tr><td>Kruger</td><td>76%</td></tr> <tr><td>Camdeboo</td><td>77%</td></tr> <tr><td>Mountain Zebra</td><td>79%</td></tr> <tr><td>West Coast</td><td>75%</td></tr> <tr><td>Richtersveld</td><td>76%</td></tr> <tr><td>Richtersveld Coastal</td><td>79%</td></tr> <tr><td>CapeNature</td><td></td></tr> <tr><td>Riverlands</td><td>75%</td></tr> <tr><td>ECPTA</td><td></td></tr> <tr><td>East London</td><td>75%</td></tr> <tr><td>Baviaanskloof</td><td>91%</td></tr> <tr><td>Mpofu/ Fort Fordyce</td><td>75%</td></tr> <tr><td>Ongeluksnek NR</td><td>74%</td></tr> <tr><td>Mkambathi</td><td>84%</td></tr> <tr><td>Silaka</td><td>79%</td></tr> <tr><td>Hluleka</td><td>80%</td></tr> <tr><td>Great Fish</td><td>91%</td></tr> <tr><td>MTPA</td><td></td></tr> <tr><td>Blyde</td><td>42%</td></tr> <tr><td>Manyaleti</td><td>53%</td></tr> </table>		SANParks		Kruger	76%	Camdeboo	77%	Mountain Zebra	79%	West Coast	75%	Richtersveld	76%	Richtersveld Coastal	79%	CapeNature		Riverlands	75%	ECPTA		East London	75%	Baviaanskloof	91%	Mpofu/ Fort Fordyce	75%	Ongeluksnek NR	74%	Mkambathi	84%	Silaka	79%	Hluleka	80%	Great Fish	91%	MTPA		Blyde	42%	Manyaleti	53%
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Baviaanskloof	88%	Bushbuck Ridge	50%	Andover	38%
Mpofu/ Fort Fordyce	59%	LEDET		Bushbuck Ridge	29%
Ongeluksn ek NR	65%	Hans Merensky	51%	LEDET	
Mkambathi	79%	Letaba Ranch	54%	Hans Merensky	57%
Silaka	74%	Makhuya	59%	Letaba Ranch	62%
Hluleka	74%	Bewaarskloof	30%	Makhuya	44%
Great Fish	85%	Lekgalameetse	75%	Bewaarskloof	7%
MTPA		Thabina	15%	Lekgalameetse	56%
Blyde	58%	Wolkberg	55%	Thabina	16%
Manyaleti	64%	Wolkberg Caves	40%	Wolkberg	52%
Andover	51%	Sabi Sand Wildtuin	METT-SA conversion used	Wolkberg Caves	8%
Bushbuck Ridge	25%	Thornybush		Sabi Sand Wildtuin	84%
LEDET		Timbavati		Thornybush	70%
Hans Merensky	37%	Umbabat		Timbavati	80%
Letaba Ranch	36%	Balule		Umbabat	61%
Makhuya	48%	Klaserie	Balule	80%	
Bewaarskloof	20%		Klaserie	79%	
Lekgalameetse	65%				
Thabina	8%				
Wolkberg	46%				
Wolkberg Caves	35%				
Sabi Sand Wildtuin	75%				
Thornybush	59%				
Timbavati	77%				
Umbabat	43%				
Balule	54%				
Klaserie	83%				



- bank, was also achieved, along with the completion of a packaged funding proposal for further support to take the pilot into implementation.
147. A framework and business plan for protecting the ecological infrastructure around the Kruger national park was completed with a focus on the Vhembe biosphere and Soutpansberg watershed. This culminated in the publishing of the Notice of Intention to Declare the Western Soutpansberg Nature Reserve, and the absorption of the ecological infrastructure programme into the mandate of a resident NGO (the Endangered Wildlife Trust).
  148. The project managed to strengthen institutional capacities and provide support to close technical gaps in areas such as ecological infrastructure, tax incentives to promote stewardship, supply chain management to improve efficiencies. Land inclusion guidelines were also developed and formally adopted within SANParks to guide land inclusion through mechanisms other than land purchase.
  149. Other protected area and sustainable use (meat processing) business cases, and feasibility assessments count as deliverables achieved under Component 3.1, but without sufficient time and enabling context to be fully implemented and realized.
  150. Less attributable to the immediate protected area expansion in the context of Component 3 were the support projects around Land Claimants, SMME training, and landscape development plans, which are closer to sustainable livelihoods. While it would be difficult to prove these projects' impact on protected area financial gap reduction, they facilitate the enabling environment for protected area expansion as a preferred land use and livelihood amongst the local population.
  151. The second indicator was also partially achieved. In quantitative terms the expected 35% decrease in conservation funding gap. A baseline per agency for this indicator was established, however only ECPTA reached an internally established target. The development of a framework for interpreting municipal tax rebates did result in significant financial saving to protected areas during the project timeframe.
  152. An evolving comprehension and application of the FSC by agencies, and exogenous economic factors such as the covid-induced tourism shock, made this objective difficult to measure over the project timeframe, with the indicator open to misinterpretation.
  153. Activities focused on supporting interventions that could mobilize new sources of revenue, and establish incentives for additional resources, included the design of a framework for a Green Bond to fund SANParks' infrastructure backlog; a tourism concessioning framework for ECPTA; and application of fiscal incentives. Improved

resource allocation was supported through consultancies focused on support SANParks' supply chain management. These interventions did not have sufficient time to be fully implemented and realized, therefore there is reasonable risk about their sustainability if no institutional follow up is ensured.

**Table 6 Progress towards results Outcome 3**

Indicator	End of project target level	Cumulative progress and comments
Reduction in average cost of PA expansion  Baseline:  USD 500/ha	USD 200/ha	Target achieved: Based on the most conservative estimate of Cape Nature's experience, and focusing only on land acquisition costs, the project reports that stewardship could be expected to decrease the cost of expansion from a Component 3 baseline of \$500/ha (R7,500/ha at an exchange rate of \$1 per R15) by 98% to \$9.4/ha (R141/ha)
Diversification and increase in PA income and revenue streams  Baseline:  <b>FSC Financing Gap:</b> • SANParks: (7%) • Cape Nature: (18%) • ECPTA: (20%) • MPTA: +72% • LEDET: (18%)  <b>FSC Component 1:</b> • SANParks: 68% • Cape Nature: 45% • ECPTA: 47% • MPTA: 32% LEDET: 20%  <b>FSC Component 2:</b> • SANParks: 92% • Cape Nature: 59% • ECPTA: 44% • MPTA: 22% • LEDET: 19%  <b>FSC Component 3:</b> • SANParks: 58% • Cape Nature: 41% • ECPTA: 32% • MPTA: 28% • LEDET: 30%	Agency Specific targets only established for ECPTA:  <b>FSC Financing Gap:</b> • SANParks: _% • Cape Nature: _% • ECPTA: 0% • MPTA: _% LEDET: _%  <b>FSC Component 1:</b> • SANParks: _% • Cape Nature: _% • ECPTA: 90% • MPTA: -% LEDET: _%  <b>FSC Component 2:</b> • SANParks: _% • Cape Nature: _% • ECPTA: 90% • MPTA: _% LEDET: _%  <b>FSC Component 3:</b> • SANParks: _% • Cape Nature: _% • ECPTA: 90% • MPTA: _% LEDET: _%	At the start of the project, the target for the FSC was not set. The total score reported in the consolidated baseline scorecard was 43%. At the baseline stage, there was no information from LEDET and ECPTA. In the mid-term review, both these agencies recorded scores that were much lower than the average, particularly the LEDET score. This would have affected the overall score which declined to 42%. This decline led the mid-term reviewers to consider this outcome to be not on track (in spite the target for the PA network).  At the TE the financial improvements partially achieved, but agency specific targets still in development. <b>FSC Financing Gap:</b> • SANParks: (30%) (worse) • Cape Nature: (10%) (better) • ECPTA: +5% (better) • MPTA: (31%) (worse) • LEDET: +55% (better) <b>FSC Component 1:</b> • SANParks: 75% (increase) • Cape Nature: 77% (increase) • ECPTA: 62% (increase) • MPTA: 27% (decrease) • LEDET: 35% (increase) <b>FSC Component 2:</b> • SANParks: 81% (decrease) • Cape Nature: 85% (increase)

		<ul style="list-style-type: none"> <li>• ECPTA: 61%(increase)</li> <li>• MPTA: 27% (increase)</li> <li>• LEDET: 64% (increase)</li> </ul> <p><b>FSC Component 3:</b></p> <ul style="list-style-type: none"> <li>• SANParks: 69% (increase)</li> <li>• Cape Nature: 75% (increase)</li> <li>• ECPTA: 49%(increase)</li> <li>• MPTA: 23% (decrease)</li> <li>• LEDET: 63% (increase)</li> </ul>
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### 3.3.1 Relevance

154. By the end of the implementation period, stakeholders agree that the project still holds high relevance responding to national policies and priorities, such as the National Biodiversity Strategy and Action Plan, National Biodiversity Framework, Biodiversity Policy and Strategy for South Africa, Spatial Planning and Land Use Act.
155. The project has been determinant to collaborate with national and state agencies, such as DEFF, National Department of Public Works (N-DPW), Provincial Department of Public Works (P-DPW) and Housing Development Agency, to meet its conservation goals, policies and international commitments such as the Aichi targets, and the Programme of Work for Protected Areas under the Convention on Biological Diversity (CBD). Also, the project contributes with the South African National Biodiversity Strategy and Action Plan 2015-2025 (NBSAP).
156. The project is highly relevant at the national level as it aims to have an impact in terms of increased management effectiveness and protected areas financial sustainability. The project design is detailed and lands the complexity of the three components into specific intervention activities and measures that respond to partner priorities and local beneficiaries' needs at the site level.
157. In terms of inclusion of vulnerable and marginalized groups, the project through its Component 3 proves to be relevant in terms of creating employment opportunities through the supply chain for PA communities. While this was not the objective of the project, the Component 3 intervention improved community participation in PA benefits. In addition, as the project involved land tenure issues, which are sensitive due to the complexity involved, it allowed for the generation of community capacities and strengthened the social fabric. Finally, one of the consultancies developed in Component 3 made it possible to demonstrate the impact of NPK in the communities and to understand the link between conservation and the benefits generated for the community.

158. The project holds relevance with regards to the UNDP Country Program Document (CPD) South Africa 2020 - 2025, particularly with Programme 3: Climate resilience and sustainably managed natural resources. Also is aligned with GEF Biodiversity Focal Area Strategic Objective One: Improve sustainability of Protected Area systems; and specifically outcome 1.1: Improved Management Effectiveness of Existing and New Protected areas. Also, the project contributes to the Nations Sustainable Development Cooperation Framework (UNSDCF) and its objective to South Africa to live prosperous and healthy lives in a safe and cohesive society that protects and values environmental sustainability". The project is also in line with UNDP Strategic Plan and its mission to support the country building resilience: strengthening countries and institutions to prevent, mitigate and respond to crisis, conflict, natural disasters, climate and social and economic shocks

### **3.3.2 Effectiveness**

159. The project contributes directly to Sustainable Development Goal 15: Life On Land as it contributes to ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, also, the project contributes to mobilize and financial resources from different sources to conserve and sustainably use biodiversity and ecosystems.

160. The expansion of conservation areas is aligned to the Programme 3 of the CPD, addresses Objective 1 of the GEF priorities, but also to contribute towards global target of ensuring 17% of the world's land area is under protection Also, the implementation of the project allowed UNDP to accompany the country in achieving the SDGs, complying with the UNDP Strategic Plan. Also, the project enables the Government of South Africa, its plans and policies.

161. Also, the project contributes to operationalizing new protected areas in the DCCP: Dassen Coastal Complex; Piloting of decision support frameworks, the 'Conservation Standards for the Practice of Conservation' in the DCCP, to improve alignment to the CBD Programme of Work; Adoption of the '*Conservation Standard for the Practice of Conservation*' by CapeNature.

162. The project is also in line with GEF priorities such as addressing the drivers of environmental degradation. Furthermore, the project contributes to create synergies across a range of environmental domains to generate multiple benefits.

163. Regarding the achievement of the proposed objective, the associated indicators suggest that the project made an important contribution to the creation of PA and the improvement of buffer zone management.

164. In terms of reducing the financial gap, testimonies agree that the late start resulted in some lost opportunity, however the project produced inputs that need to be raised at a political level to ensure engagement towards the sustainability of GEF investments.

**Table 7 Progress towards impact indicators**

Indicator	End of project target level	Cumulative progress and comments																							
<p>Area under the national PA network</p> <p>Baseline: 7.900.000 Ha</p>	<p>8,097,000 Ha (197,000 Ha)</p>	<p>Target achieved: A total of 502,863 Ha was attained in the combined “Fully Delivered” and “Negotiated or Pending” declarations (214,799 ha PA declared and 288,064 ha. of Negotiated or Pending).</p> <table border="1" data-bbox="610 800 1365 1192"> <thead> <tr> <th rowspan="2">Region</th> <th rowspan="2">Target (Ha)</th> <th colspan="3">Target Achieved</th> </tr> <tr> <th>Fully delivered (Ha)</th> <th>Negotiated Pending (Ha)</th> <th>Total (Ha)</th> </tr> </thead> <tbody> <tr> <td>Succulent Karoo</td> <td>18,000</td> <td>27,003</td> <td>24,081</td> <td>51,084</td> </tr> <tr> <td>Cape Floristic Region</td> <td>31,000</td> <td>3,976</td> <td>28,954</td> <td>32,930</td> </tr> <tr> <td>Maputaland-Pondoland-Albany</td> <td>148,000</td> <td>183,820</td> <td>235,030</td> <td>235,030</td> </tr> </tbody> </table>	Region	Target (Ha)	Target Achieved			Fully delivered (Ha)	Negotiated Pending (Ha)	Total (Ha)	Succulent Karoo	18,000	27,003	24,081	51,084	Cape Floristic Region	31,000	3,976	28,954	32,930	Maputaland-Pondoland-Albany	148,000	183,820	235,030	235,030
Region	Target (Ha)	Target Achieved																							
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Succulent Karoo	18,000	27,003	24,081	51,084																					
Cape Floristic Region	31,000	3,976	28,954	32,930																					
Maputaland-Pondoland-Albany	148,000	183,820	235,030	235,030																					
<p>METT scores for all reserves in project</p> <p>Baseline: 0.608</p>	<p>0.737</p>	<p>The Mid-term reviewer proposed that the Median of the scores should be used as the indicator as appose to the mean. This was tabled at several PSC meetings and it was supported. UNDP has to assist with changing this indicator on all formal documentations in future.</p> <p>Based on the median, the project has achieved an end- of project score of 73.5% which exceeds the 70% revised median end-of project target.</p> <p>Also, other achievements include:</p> <ul style="list-style-type: none"> <li>i) determination of METT scores for the private reserves;</li> <li>ii) revision of the current methodologies;</li> <li>iii) development of the web-based Management Effectiveness Tracking Tool (METT) which is currently being rolled out by DFFE</li> </ul>																							
<p>Hectares of high biodiversity priority in buffer zones integrated into local municipal planning</p>	<p>100,000 Ha</p>	<p>A total of 969,234 Ha was attained in the combined 758,253 Ha of “Fully Delivered” and 210,981 Ha of “Negotiated or Pending” declarations:</p>																							

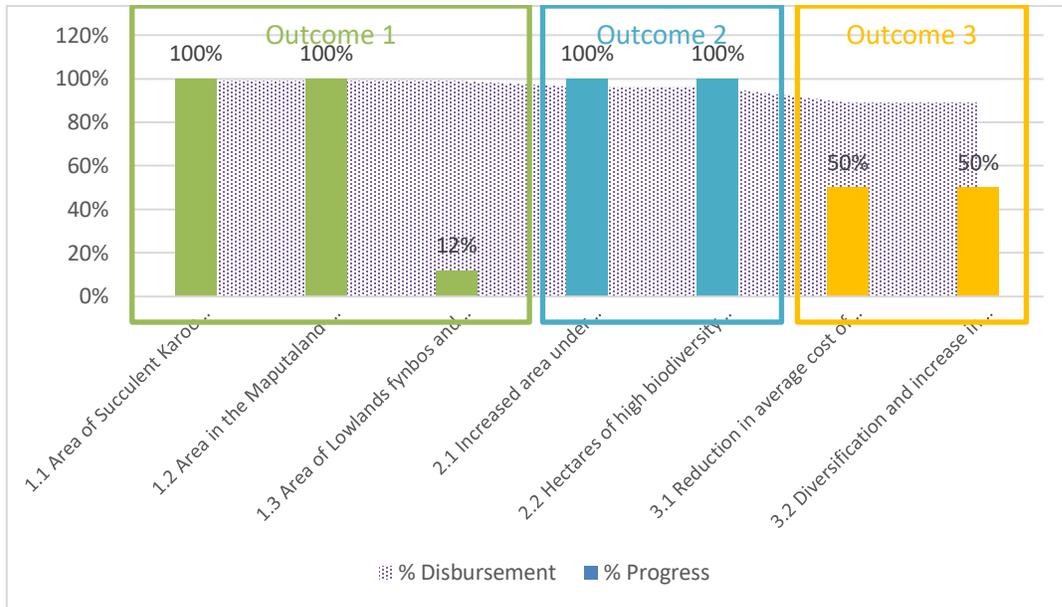
mechanisms or with PA declaration.		
Baseline: 0		
<p>Financial sustainability scorecard for national PA Network</p> <p>Baseline: Financing gap between available funds and basic management requirements:</p> <ul style="list-style-type: none"> <li>• SANParks: (7%)</li> <li>• Cape Nature: (18%)</li> <li>• ECPTA: (20%)</li> <li>• MPTA: +72%</li> <li>• LEDET: (18%)</li> </ul>	<p>Reduce the financing gap to 35%.</p> <ul style="list-style-type: none"> <li>• SANParks: tbc</li> <li>• Cape Nature: tbc</li> <li>• ECPTA: 0%</li> <li>• MPTA: tbc</li> <li>• LEDET: tbc</li> </ul>	<p>Target partially achieved. Each of the project partners completed the FSCs at the start, midterm review, and towards the end of the project. By the time of the project MTR, it was established the core focus for all partners in completing the FSC needed to be comprehension of the FSC, consistency in its completion and application over time; and use of the FSC indicators to inform Agency specific financing strategies and targeted interventions.</p> <ul style="list-style-type: none"> <li>• SANParks: (30%) (worse)</li> <li>• Cape Nature: (10%) (better)</li> <li>• ECPTA: +5% (better, surpass target of zero gap)</li> <li>• MPTA: (31%) (worse)</li> <li>• LEDET: +55% (better)</li> </ul>

### 3.3.3 Efficiency

165. With the exception of time, which was extended twice, the evidence gathered suggests project implementation has followed an efficient use of resources, ensuring quality delivery of goods and services. The project has tried to comply with the activities planned according to its annual work plans, but several indicators were subject to declaration processes, which involves other external government departments out of the control of the project.
166. The Component 2 is the most efficient since it has invested 96% of its resources and has exceeded all its targets. Component 1 has spent 99% of the allocated resources and overachieved on the total 197,000 ha (374,161 ha achieved) and on the three (3) sub-indicators, two (2) have been overachieved, and the third one although not declared, the process is on track towards completion. It is against this analysis that one can conclude that 71% of Component 1's indicators has been achieved.
167. The Component 3 is the least efficient component, since it has executed 89% of its budget and only made some progress in 3.2. in defining specific financing gap reduction

targets for each Agency. Indicator 3.1 was achieved; however, more time is generally required for positive impacts to be fully realized.

**Graphic 1 % Disbursement vs % Outcome Advance**



Source: PIR, 2021

168. Concerning the appropriate use of project execution time, despite having two extensions, the project has not been able to achieve its indicators. Only four of the seven indicators were met, three of them exceeded the expected target. As mentioned above, it is evident that the period required to carry out certain activities, for example, related to Component 1, required longer time frames due to the response of the beneficiaries and the authorities. In this regard, it is appreciated that the project has established processes to guarantee delivery beyond project closure.

169. Another point to consider is the fact that some months of the extension fell in the Covid-19 hard lockdown, which restricted mobility and field activities that were being executed, which halted processes, and was an exogenous economic factor in worsening the conservation financing gap.

170. Although the project did not originally have a budget for the inclusion of gender issues, several activities were carried out during implementation that required a budget allocation. Details of the activities carried out are mentioned in section 3.3.7.

### 3.3.4 Overall Outcome

Assessment of Outcomes	Rating
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<b>Relevance</b>	Satisfactory
<b>Effectiveness</b>	Moderately Satisfactory
<b>Efficiency</b>	Moderately Satisfactory
<b>Overall Project Outcome Rating</b>	Moderately Satisfactory

### 3.3.5 Sustainability

<b>Sustainability</b>	<b>Rating</b>
<b>Financial resources</b>	Moderately Likely
<b>Socio-political/economic</b>	Moderately Likely
<b>Institutional framework and governance</b>	Likely
<b>Environmental</b>	Likely
<b>Overall Likelihood of Sustainability</b>	Moderately Likely

#### **Financial sustainability**

171. Multiple commitments from other donors, state agencies or local governments to mobilize additional financial resources after the end of the project have been mentioned in the Component 3 Sustainability Plan. However, it is important to mention that this was not confirmed during the mission, agencies interviewed confirmed no additional funding was secured to maintain project operations over time, for example, no specific new budget line was made available to maintain operations after year 2022.
172. The project objective of reducing the conservation funding gap was not achieved, leading into a reasonable unlikely financial sustainability. The delayed start of the financial sustainability component was an obstacle to achieve the intended impact. Over the short and mid-term, the financial sustainability of protected areas is still uncertain, as tourism remains the major source of revenues and has been severely affected by COVID-19.
173. The project started to lay the first foundations for a paradigm shift in terms of business models for expansion and PA management, there is a reasonable risk these investments will be lost or won't achieve the expected results, if no proper follow up is ensured.

#### **Socio-political sustainability**

174. Issues related to mining and extractive activities are likely to continue pressure towards biodiversity conservation and protected areas declaration. Landowners' security and additional protection against extractive activities provide a strong incentive for private land owners to declare protected areas.

175. During interviews it has been confirmed that there is general support and political commitment from implementing partners to continue supporting pending declaration processes.
176. Participating communities are likely to face challenges derived from weak collaboration and coordination capacities. It is difficult to maintain buy-in and engagement over the long term, when local authorities and indigenous leaders must rotate after 3 years.

### **Institutional framework and governance**

177. All implementing partners have confirmed their longstanding commitment and institutional endorsement towards the sustainability of the project.
178. Implementing partners demonstrated commitment to retain and maintain the capacities and project's institutional memory. Out of the 33 fulltime staff hired by the project, 21 were retained and absorbed by the implementing partners.
179. Multi-stakeholder participation spaces such as Greater Kruger or DCCP, provide a strong framework for mainstreaming the landscape approach.

### **Environmental sustainability**

180. Climate change in general and extreme weather events in particular are likely to have an important impact in terms of the environmental services the project supported, especially in terms of droughts and forest fires. With regard to this, corridors has been established and promoted by the project to address these concerns to an extent.
181. Productive activities such as mining and agriculture with unsustainable productive patterns are likely to increase pressure towards ecosystems and environmental services. The project involvement with the environmental authorizations was aimed to ensure that these processes are supporting the environmental processes.

### **3.3.6 Country ownership**

182. The project was conceived in alignment with national policies and priorities, the most relevant being the National Protected Area Expansion Strategy (NPAES). The direct contribution of the project is to the objective of expanding PAs. Furthermore, the project's intervention led to the expansion of PAs, which in turn contributes to the country's global goal of ensuring that 17% of the world's land area is protected. Moreover, the project contribution was aligned with the National Biodiversity Strategy and Action Plan

(NBSAP), the National Biodiversity Framework (NBF), and the Biodiversity Policy and Strategy for South Africa.

183. The implementation of the project involved the active participation of representatives from government institutions. This was reflected in the Project Steering Committee, with the participation of the, SANParks, DFFE, CapeNature, LEDET, MTPA, and Eastern Cape Parks and Tourism Agency. In total, the PSC held 23 meetings during the implementation period. The government's commitment was also reflected in the co-financing, in-kind, and grant funding provided by SANParks, CapeNature, Mpumalanga Tourism & Parks Agency, and Limpopo Economic Development, Environment, and Tourism.

### **3.3.7 Gender equality and women's empowerment**

184. During the MTR it was identified that there was a gap related to the integration of the gender perspective in the project, in addition, for 2018 the GEF requests the projects it is financing to develop a gender analysis. Thus, in that same year the project undertook a gender analysis, for this task a short-term gender consultant was brought on board to address. The recommendations from this process include: i) a workshop should be organized with the national steering committee and site representatives of the Protected Areas Network to identify a gender specific problem statement and action plan for each of the three components of the Protected Areas Network Project; ii) Include gender mainstreaming accompanied by specific capacity building interventions; and, iii) review be conducted of site specific programme documents, including the METT, to include gender analysis (problem statement), stated actions and indicators.

185. The progress with respect to these recommendations is as follows:

- Recommendation i: the project developed webinars on gender concepts and approaches to achieve greater gender equality; ii) CapeNature created a working group to integrate the gender perspective; K2C participated in training on the role of women in family care;
- Recommendation ii: a) In 2019, a gender-specific working team was created, consisting of one member for each project site and one person from the DFFE. It is reported that the team's most representative achievement was the generation of awareness on gender equality in the PSC meetings; b) The project developed a guide to operationalize the recommendations of the gender analysis; c) In Richtersveld, vehicles and equipment were procured with the

needs of women in consideration; c) It is also noted that the project promoted women's empowerment at one of the project sites in the Eastern Cape, as evidenced by the number of women participating in community resolutions.

- Recommendation iii): The team proposed some adjustments to the logical framework to include gender but there is no evidence that they were accepted. This makes it difficult to determine the project impact at the gender level and whether the effects will be long-term, as there are no specific indicators, or at least disaggregated by beneficiaries. But as part of the M&E Plan a question related to gender mainstreaming was included.

186. According to PIRs, the project contributed to the following results areas: i) To closing gender gaps in access to and control over resources; ii) Improving the participation and decision-making of women in natural resource governance; and iii) Targeting socio-economic benefits and services for women. However, from the analysis of the data, it seems that there is no significant contribution to these areas.

187. Due to the fact that the project did not originally require the inclusion of mainstreaming gender and the fact that only since 2018 has been trying to include this topic, the project did not include specific outputs or indicators, nor did it have enough time to include all the recommendations of the gender analysis.

188. According to the Gender Results Effectiveness Scale, the gender effectiveness and quality of the project is considered to be "Gender Blind", which means that the project's results had no attention to gender, failed to acknowledge the different needs of man, women, girls and boys.

### **3.3.8 Cross-cutting Issues**

189. The cross-cutting issues identified have been included in the project and are aligned with UNDP country program strategies, including climate change mitigation and adaptation, human rights, and South-South cooperation.

190. Like the gender issue, there is not enough information to identify how the project addressed the cross-cutting issues and their impact. However, from the evidence gathered, there are statements such as "the project intervention increased the communities' awareness of the importance of natural resource conservation, thus generating interest in caring for biodiversity". Thus the project expects these perspectives could be transferred to children and youth.

191. The project addresses the GEF area of biodiversity, it is clear that its strategy does not include issues directly related to improving community preparedness for climate change, e.g. early warning systems, etc. However, the project focused on PA expansion, conservation, and improved management in buffer zones and in the community the project made an important contribution, in terms of mitigation and adaptation measures to prepare PA communities to cope with the effects of climate change.
192. The objective of the project "to protect the Biodiversity of South Africa from existing and emerging threats" is directly related to the priorities of the Country Programme Document for South Africa 2020-2025. The project is framed within Program 3 "Climate resilience and sustainably managed natural resources".
193. The project promoted "Consent to Declare" landowner agreements, for which consultation processes were carried out, allowing the landowner to decide whether or not to participate in the project. If they were accepted, the process continued, and if not, the landowners were mapped and consulted in the third phase. This implies that there was no imposition by the project, and that a human rights-based approach to conservation were consider.
194. Regarding south-south cooperation, the project participated in a series of workshops on conservation standards, in which the SANParks coordinator and a representative of Uruguay's National System of Protected Areas (SINAP) participated. Together they expressed the similarity of the project's strategy and the possibility of exchanging lessons learned, and a mission with representatives from DFFE, SANParks, and CapeNature was carried out to Uruguay to learn about the PA management and declaration process. During the mission, a group of interest topics of both countries for cooperation was identified and formalized through a Memorandum of Understanding.

### **3.3.9 GEF Additionality**

195. GEF investments present clear incremental value, supporting South African agencies to implement national policies and priorities, as well as international commitments such as the Aichi targets.
196. GEF funding was instrumental to achieve global environmental benefits, by increasing conservation estate and effective representation of the three globally recognized biodiversity hotspots in South Africa: Succulent Karoo, Cape Floral Kingdom and Maputaland Pondoland Albany Hotspot.

197. GEF resources allowed to finalize, accelerate or expand ongoing PA declaration processes. Without the project it would not be possible to achieve the expansion reported in terms of protected areas declared and others where management effectiveness was measured and improved.
198. The GEF supported a transformational change that exceeds the original indicators, such as the rapid institutional embedment and scaling of the METT as a nationally gazette tool. Other pioneering tools attributed to the project included conservation stewardships, land use alignment, transfrontier conservation schemes, conservation standards, conservation incentive schemes, biodiversity offsets, decision support frameworks, etc.
199. Activities were nested within the existing capacities and institutional framework from the five implementing partners, providing additional funding to accelerate processes through dedicated technical staff, consultancies, equipment, in most cases leveraging on previous interventions to achieve greater impact; 58% of the fulltime staff hired by the project were retained by the implementing partners.
200. The GEF added value allowing to accelerate results that otherwise would not be possible to achieve, or at least would take considerably longer time to be realized.

#### **3.3.10 Catalytic/Replication Effect**

201. The project showcased innovative tools that were already appropriated by national institutions such as the case of METT in SANParks, which is perhaps the best replication effect achieved by the project. The METT online version carried out by the project will allow to further expand and diversify the users.
202. The model followed to engage, organize and declare large private landowners PA's in the Karoo, offers important replication opportunities and lessons on how to incorporate productive activities into a wider conservation landscape approach. This could only have been possible through the decentralized implementation modality because the sub-contracted parties of the project had credibility, trust and buy-in on the ground from beneficiaries and other local stakeholders.
203. Land stewardship schemes are conservation cost effective innovation tested by the project, successes achieved may be replicated in other parts of the country.
204. Financial mechanisms such as biodiversity offset Banking, Green Bonds and municipal tax rebates for private protected areas, may be scaled up and replicated in other institutions and national wide.

205. Incentive structures for private landowners, such as those in the MZCPE, where inclusion in the Protected Environment is resulting in compliance with a Responsible Wool Standard and consequently higher wool prices for farmers, may have a catalytic effect in changing behavior towards sustainable land use.
206. The Greater Kruger Strategic Development Programme (GSKDP 2020) was endorsed at political levels (National and Provincial) as a replicable landscape based multi-sector model, to be applied in other protected area landscapes. It also provides the framework for institutionalizing TFCAs, and the associated protected area network and protected area expansion areas.
207. The partnership and cooperation model created in the Greater Kruger landscape through the Greater Limpopo Transfrontier Conservation Areas Cooperative Agreement (2018) can be replicated for other protected area networks nationally and globally, especially within open multi-institutional conservation areas systems. It has shown the value of promoting PA multistakeholder governance models from a wider landscape perspective.
208. Innovative approaches towards aligning land uses in protected area buffer zones emerged through the project. Utilization of incentive driven approaches, as well as proactive and reactive land use control tools through partnerships has created holistic intervention-based impacts.

### **3.3.11 Progress to Impact**

209. The project was able to achieve significant results in two out of its three components, exceeding targets in terms of expanding representation of globally important terrestrial habitats. Cost effective measures and alternatives to land purchase were piloted such as conservation stewardships as well as transfers and formalization of conservation land tenure. Substantial improvements in complex multistakeholder PA management arrangements were achieved at the GKSDP landscape.
210. The impact achieved in terms of management effectiveness was widely acknowledge as the most important impacts of the project, bringing the METT to a next level that facilitates the transformational change aimed at cost effective PA expansion and management.
211. Partial achievement is found in terms of the targets set for financial sustainability for PA, where it is difficult to measure impact in terms of financial gap reduction. In the case of mechanisms such as the biodiversity offsets, fiscal incentives or green bonds, it is

perhaps too early to see aggregated impact. However, the project was able to facilitate dialogue and increase awareness through the financial sustainability scorecard.

212. The project contributed to improve national capacities and strengthened conservation institutions at different scales, but also strengthened governance and multistakeholder participation at the landscape scale. Project partners highlight that a lot of great innovation, effort and pioneering work emanated from this project, bringing a transformational change to conservation in South Africa.

## **4 MAIN FINDINGS, CONCLUSIONS, RECOMMENDATIONS & LESSONS**

### **4.1 Main Findings**

#### **Project Design**

213. The project design followed a participatory approach, allowing consultation opportunities to respond to the needs and priorities expressed by project partners and beneficiaries. The project supports the government of South Africa in implementing its Aichi targets.
214. The project is highly relevant at the national level as it aims to have an impact in terms of increased management effectiveness and protected areas financial sustainability. Selection of sites is based on sound technical information such as national ecological assessments, and biodiversity conservation gaps.
215. Indicators were not formulated in detail. In terms of the SMART criteria, project indicators are only following partially, the time bound and in some cases the specificity criteria were not met.
216. The implementation strategy was weak by underestimating the political complexity derived from protected areas expansion, resistance to change towards new tools such as the METT or the FSSC and high-level engagement needed to accelerate decision making and appropriation from different agencies.
217. The ProDoc does not present an analysis of risks for this project. Major assumptions and risks behind the project intervention; however risks are not graded and there is no further detailed explanation of these. The design underestimated the complexity behind implementing the proposed targets and outcomes, and consequently was not a navigation tool for the PMU on how to deal with them.

#### **Project Implementation**

218. The project presented low adaptive management capacity during the startup process, with major difficulties reported in terms of achieving the contractual agreements. During the second implementation period (2017-2019), the project demonstrated flexibility and adaptive management capacity. The third implementation period was marked by the late initiation of activities related to Component 3.
219. Stakeholder participation and engagement has been highlighted as one of the strengths in project implementation. The PSC facilitated decentralized implementation arrangements, involving national and provincial conservation agencies through regular meetings that promoted team building and cross learning.
220. The original project budget equals USD 8.55 million from the GEF for the implementation period. Until 2021, the project disbursed USD 8.15 million, that is 95% of the total available budget. Additionally, the project mobilized cofinancing of USD 64,880,133.
221. Major M&E milestones proposed in the ProDoc have been met, however there was no M&E system for its indicators, which made it difficult to track progress.
222. UNDP South Africa has played a strategic role throughout the project cycle. Implementation took advantage of UNDP's global network in terms of promoting south-south cooperation and knowledge sharing. On the other hand, UNDP as implementing agency could have played a more effective role in terms of accelerating the slow start up process. SANParks played an important role engaging stakeholders at the site level, with important appropriation and ownership in PA declaration process, especially in terms of the METT. But a higher-level direct involvement and rapid responses were needed

### **Project Results and Impacts**

223. The project was able to achieve significant results in two out of its three components, exceeding targets in terms of expanding representation of globally important terrestrial habitats. Cost effective measures and alternatives to land purchase were piloted such as conservation stewardships as well as transfers and formalization of conservation land tenure.
224. The impact achieved in terms management effectiveness was widely acknowledged as the most important impacts of the project, bringing the METT to a next level that facilitates the transformational change aimed at cost effective PA expansion and management.

225. Partial achievement is found in terms of the targets set for financial sustainability for PA, where it is difficult to measure impact in terms of financial gap reduction. In the case of mechanisms such as the biodiversity offsets, fiscal incentives or green bonds, it is perhaps too early to see aggregated impact. It is difficult to establish the gender impact of the project and whether the effects will be long-term, as there are no specific indicators, or at least disaggregated by beneficiaries. However, there are some qualitative aspects such as the training of project staff and other partners in gender mainstreaming.
226. There is not enough information to identify how the project addressed the cross-cutting issues and their impact. However, from the evidence gathered, there are statements such as "the project intervention increased the communities' awareness of the importance of natural resource conservation".

## **4.2 Conclusions**

227. The project holds high relevance for South Africa as it has been determinant to collaborate with national and state agencies to meet its conservation goals, policies and international commitments. Project design was detailed and customized to meet the context and necessities of each implementing partner. Design was flexible and allowed a differentiated strategy for each intervention site.
228. Major weakness in project design relates to the management arrangements, which underestimated the complexity derived from having five different implementing partners. On the other hand, formulation of indicators was weak, SMART criteria was only followed partially and in cases such as Component 3 baselines were revised through the project, and specific targets not fully established.
229. The project implementation could be described through three differentiated periods, each posing different challenges for adaptive management capacity: 1) A slowly start up during the first two years, only 4% of total budget was disbursed.; 2) An accelerated implementation period between 2017 and 2019 with progress reported mostly in Components 1 and 2; 3) And a project consolidation period between 2020 and 2022 with progress reported in all three components but challenged by COVID 19.
230. The project faced serious challenges during the first two years of implementation, due to the difficulties found to sign the contractual agreements with the implementing partners. It was very difficult for SANParks to structure, hire and integrate a PMU,

consequently the project was understaffed for the first few years of the implementation time.

231. Higher adaptive management capacity was demonstrated between 2017 and 2019, with progress reported only in Components 1 and 2. Between 2020 and 2022, implementation was particularly challenged due to COVID, it took extraordinary effort on behalf of the whole project team to advance some of the complex inter institutional, administrative and legal processes on which project outputs were based. As a consequence, the delayed startup process and COVID 19 justified two no cost extensions, totaling 18 additional months.
232. The project faced important challenges to build and consolidate a team, starting with the incorporation of staff prior to the project coordinator. The PMU staff did not share an office, no team building activities were reported to mitigate geographical insolation and management tools such as a shared information drive were not in place, leading into weak cohesion between components and staff working in relative isolation, even when regular meetings with partners and planning sessions were reported.
233. The original project budget equals USD 8.55 million from the GEF for the implementation period. Until 2021, the project disbursed USD 8.15 million, that is 95% of the total available budget. Additionally, the project mobilized cofinancing of USD 64,880,133.
234. The project is on track to achieve most of its intended goals, four outcome indicators achieved 100% some even exceeded expected targets, while three indicators achieved partial progress. The project has achieved three out of four impact indicators, only falling short in terms of reducing the financial sustainability gap.
235. The Component 1 exceeded the end of project protected area expansion targets by 89.9% overall, although the Fynbos biome targets were not met due to several complex land administration challenges, however, a methodology was developed to achieve the outstanding targets.
236. The Component 2 is the most successful targets were not only achieved but were exceeded by 168%. Additionally, the METT process was improved and the METT tool enhanced to include best practice principles and developed into an interactive web-based tool. Extensive institutional engagements lead to improved capacity building, uptake and integration, creating a transformational impact in management of protected areas nationally.
237. The Component 3 was affected by the late hiring of the Outcome coordinator, this did not allow adequate time for planning and ensuring a consistent and strategic vision of

the transformational change expected to be achieved. Considering the limited time available and the restrictions imposed by COVID 19, the project was able implement catalytic sub-projects whose impact may need longer time to mature and reach the expected scale and impact.

238. The project contributed to improve national capacities and strengthen conservation institutions at different scales, but also strengthened governance and multistakeholder participation at the landscape scale. Project partners highlight that a lot of great innovation, effort and pioneering work emanated from this project, bringing a transformational change to conservation in South Africa.
239. The perspectives of sustainability remain positive as there is a clear institutional commitment from all parties involved to finalize pending declaration processes and maintain certain activities supported by the project such as the METT scorecards.

### 4.3 Recommendations

#	TE Recommendation	Entity Responsible	Time frame
1	Decentralized implementation approach has embedded sustainability and increased ownership. Both the implementing agencies and GEF focal point are recommended to actively strengthen capacities of decentralized partners to implement GEF projects on issues such as M&E, quality assurance, environmental and social safeguards, financial management and procurement. Institutional assessments and framework agreements could accelerate start up process anticipating time consuming barriers such as the contractual arrangements or structuring the PMU.	UNDP, GEF focal point	18 months
2	Adequate political profiling is needed to accelerate and unlock complex and sensitive issues that involve decision making over land tenure between different institutions. Future projects should consider a higher-level PSC that meets once a year and provides strategic guidance and political support. While the current PSC as operated should be a technical coordination committee.	UNDP	12 months
3	The project has piloted innovative conservation tools and achieved important contributions for the conservation sector in South Africa. It is recommended to	UNDP SANParks	3 months

	undertake an in-depth and detailed systematization of the processes followed and the lessons learned for dissemination purposes. It is essential that the closure of the project is used to generate a repository of all the information generated, and that a way is found to ensure that it can continue to be used and made available after project closure.		
4	The TE recommends organizing a closing event with wide stakeholder participation, to share the results achieved, strengthen stakeholders' commitments towards follow up and replication.	UNDP SANParks	3 months

#### 4.4 Lessons Learned

240. The project identified that having many implementing partners adds complexity and considerable risk. A GEF project is in nature complex and difficult to implement, so there is no real need to add additional complexities such as the ones related to difficult and time-consuming management arrangements. The available resources and time, demand practical implementation arrangements based on what is feasible. Future projects dealing with complex decentralized implementation modalities involving different implementing partners should consider two additional years for implementation, because of the time needed to set up the institutional arrangements and the time needed for an adequate closure as well as to address issues of risk.
241. The project demonstrated the importance of decentralized implementation as this approach has embedded sustainability, provided ownership and has led to the ability to achieve collective action. Whilst this approach adds complexities in this case it was the best way to achieve tangible, on the ground results.
242. It was evident that the implementing partner was not ready for the execution of the project, so it would be key to anticipate barriers based on the lessons learned and maintain a readiness process to ensure that time is used efficiently in processes such as hiring, procurement, communication, and coordination with other partners.
243. Future projects with SANParks as implementing partner could benefit from a clear operational framework and management model for implementing GEF projects. Specific emphasis should be placed on improving the project start up process, in key issues such as achieving legal agreements or structuring and hiring the PMU.

244. Application of the METT and the FSC implies a learning process, participants tend to score higher during the first times, but the scores are usually revised down once the learning curve is higher and participants are more familiar with these tools.
245. Interview report important levels of coordination and crossed participation with other GEF projects implemented simultaneously, projects such as the Biodiversity and Land Use (BLU) or BIOFIN not only shared objectives and intervention areas, but also offered important opportunities for collaboration.
246. The model followed to engage, organize and declare large private landowners PA's in the Karoo, offers important replication opportunities and lessons on how to incorporate productive activities into a wider conservation landscape approach.
247. Over time it may be less common for GEF projects to finance salaries. Even though it was not a specific criteria agreed during design, staff retention and assimilation within implementing partners is an important achievement of the project and should be replicated in other cases where GEF resources are used to hire technical assistance and institutional capacities.

## 5 ANNEX

### 5.1 Annex 1: TE ToR (excluding ToR annexes)

#### **Terminal Evaluation Terms of Reference (ToR) for Improving Management Effectiveness of the Protected Area Network, South Africa**

**Location:** South Africa

**Application Deadline:** 13<sup>th</sup> September 2021

**Type of Contract:** Individual Consultant

**Assignment Type:** Consultancy

**Languages Required:** English

**Starting Date:** 20 September 2021

**Duration of Initial Contract:** 35 days

**Expected Duration of Assignment:** 10 weeks

#### **1. INTRODUCTION**

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the full-sized project titled Improving Management Effectiveness of the Protected Area Network (PIMS 4943) implemented through the South Africa National Parks (SANParks). The project started on the 29 June 2015 and is in its seventh year of implementation. The project has thus far received two extensions, the latter being from 01 July 2021 - 31 December 2021. The TE process must follow the guidance outlined in the document 'Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects' ([http://web.undp.org/evaluation/guideline/documents/GEF/TE\\_GuidanceforUNDP-supportedGEF-financedProjects.pdf](http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf)) and UNDP Evaluation Plan for the country office.

#### **2. PROJECT BACKGROUND AND CONTEXT**

The project's goal was to effectively conserve globally significant biodiversity in South Africa through cost-effective PA expansion and improved management effectiveness and financial sustainability of the PA system. The project objective is to protect the biodiversity of South Africa from existing and emerging threats through the development of a financially sustainable, effective and representative national protected area network and improved land use practices in buffers around parks with a focus on community benefits (especially job creation and stimulation of economic activity) and partnerships.

The project was designed to expand representation of globally important terrestrial habitats by establishing new Protected Areas (PAs) covering 197,000 ha. The Protected Area estate did not effectively represent the full range of globally important species and habitats in the three biodiversity hotspots in South Africa (Succulent Karoo, Cape Floral Kingdom and Maputaland Pondoland Albany Hotspot); and as a result, key critical biodiversity areas within these remained under protected and were at risk of loss or degradation of habitat from several factors. Traditional PA expansion through land purchase was no longer cost effective given the shrinking budgets of conservation agencies. Hence, the project focused on using low cost mechanisms for land acquisition and management in

order to rapidly expand the PA network to secure globally important biodiversity. The project utilized contractual and stewardship arrangements with private and communal landowners, as well as transfers and formalization of conservation tenure of state land to rapidly expand the PA network. This is done both at a site level, and also across the PA network. A major focus is ensuring appropriate, cost-effective and efficient co-management of the low cost PA expansion areas, as well as ensuring these areas are fully integrated into the state PA network.

The project also sought to ensure that the current protected area estate was effectively managed in order not to reverse current conservation gains. Management effectiveness was intended to be increased on 1,100,000 ha through integrated management planning, monitoring, evaluation and improved PA buffer zone interventions. Last but not least, the project sought to ensure financial sustainability of the PA estate through reducing costs of expansion, improving cost efficiencies within PA management agencies, including improving the resilience of existing income streams, financial governance, and strengthening benefit-sharing arrangements.

The key outcomes are as follows:

**Outcome 1:** National protected area estate expanded by 197,000 ha over a baseline of 7.9 million ha, resulting in increased representation of the following globally important terrestrial habitats currently under-represented in the PA system.

**Outcome 2.1:** Improved PA management effectiveness delivers enhanced protection to 1,100,000 ha of new and existing protected areas.

**Outcome 2.2:** Improved PA management effectiveness through effective integrated interventions in buffer zones covering 100,000 ha around three national parks and/or provincial reserves through implementation of buffer zone policy and interventions including improved land use controls

**Outcome 3.1:** PA Expansion costs per hectare reduced by 60% over a baseline of US\$ 500/ha<sub>1</sub> by introducing partnerships for PA management and reducing direct purchase of state and other land for protected area expansion.

**Outcome 3.2:** To improve the financial sustainability of the expanded PA network by optimizing and diversifying revenue streams and by improving cost efficiencies.

The project is implemented in the following locations:

Name	Biodiversity Hotspot	Area	Conservation Agency
Richtersveld-coastal	Succulent Karoo	18,000 ha	SANParks
West Coast	Lowland Fynbos	12,000 ha	Cape Nature, SANParks and City of Cape Town
Western Cape_forest exit areas	Fynbos	19,000 ha	Cape Nature, Boland and Southern Cape areas
Sneeuberg corridor linking Mountain Zebra and Camdeboo National Parks	Maputaland Pondoland Albany grassland	45,000 ha	SANParks
Eastern Cape interior	Maputaland Pondoland Albany grassland	30,000 ha	Eastern Cape Parks and Tourism Agency (ECPTA)
East Cape transfer and tenure formalization	Maputaland Pondoland Albany grassland	10,000 ha	ECPTA
Kruger to Canyons area	Maputaland Pondoland Albany grassland	60,000 ha	SANParks, Mpumalanga Tourism and Parks Agency (MTPA), Limpopo Department of Economic Development, Environment and Tourism

The project had allocated the following budget at the time of project inception:

Total resources required US\$ 57,909,112.56

Total allocated resources: US\$ 9,350,000

- Regular US\$ 9,350,000 o GEF US\$ 8,550,000
- o UNDP US\$ 800,000
- 
- Other: US\$ 48,559,112.56 o SANParks US\$ 17,775, 000
- o MTPA US\$ 8,250,000
- o CapeNature US\$ 7,200,000
- o ECPTA US\$ 8,500,000
- o LEDET US\$ 6,834,112.56

### 3. TE PURPOSE

The TE report will assess the achievement of project results against what was expected to be achieved, and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. Through generation of evidence and objective information, the TE will enable managers to make informed decisions and work strategically, even beyond project closure to ensure the sustainability of the project. Further, the TE will assess the impact of COVID-19 on the implementation of the project, especially relating to on-the-ground activities. The TE report promotes accountability and transparency, and assesses the extent of project accomplishments.

### 4. TE APPROACH & METHODOLOGY

The TE report must provide evidence-based information that is credible, reliable and useful.

The TE Consultancy Team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other

materials that the team considers useful for this evidence-based evaluation. The TE team will review the baseline and midterm GEF focal area Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Tracking Tools that must be completed before the TE field mission begins.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts, Implementing Partners, the UNDP Country Office, the Regional Technical Advisor, direct beneficiaries and other stakeholders.

This project was implemented simultaneously at three levels of PA management and low-cost expansion, namely at the national, agency and site levels. At the national level there were two key role players, i.e. the national Department of Forestry, Fisheries and Environment (DFFE) and the SANParks. SANParks took overall responsibility for project implementation and thus was accountable for both project and financial management. Project implementation was however managed in close collaboration with the project partners at the agency level and these were CapeNature, ECPTA, MTPA, LEDET and K2C.

At the time of project inception, additional stakeholders included: National Department of Public Works, National Department of Agriculture, Land Reform and Rural Development (DALRRD), Northern Cape Nature Conservation, Western Cape Provincial Department of Public Works, Department of Human Settlements (Western Cape), University of Witwatersrand Rural Research Facility, Agricultural Research Council, University of Pretoria, Nelson Mandela Metropolitan University, District and local municipalities at all sites, Local communities and Community institutions, Richtersveld Sida !hub Community Property Association (CPA), Richtersveld Gemeenskap Bestuurs Kommittee (RGBK), Private land owners, Wilderness Foundation, Richtersveld Cultural and Botanical Association (RCBA), Cape West Coast Biosphere Reserve, Greater Limpopo Transfrontier Conservation Area (GLTFCA), Association of Water and Rural Development (AWARD), UNDP as the implementation agency (IA) and DBSA as a development facilitator through direct funding.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement for the TE should include interviews with the above stakeholders who have project responsibilities, including but not limited to DFFE, SANParks, CapeNature, ECPTA, and K2C, executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and CSOs, etc. Additionally, the TE team is expected to conduct field missions to as many project sites as possible (there are seven project sites through the country, but not all of them are easily accessible). Some of these sites are very far from airports (sometimes a 5-6 hr drive). The project beneficiaries - those furthest behind - are located at the project sites. The TE team will be met and guided by project personnel on the ground.

The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues such as persons with disabilities, human rights, socio-economic and environmental impact and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP, stakeholders and the TE team.

The final report must describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

#### **4.1 COVID-19 considerations**

COVID 19 has had a negative impact in the implementation rate of activities due to restricted travel. As of 10 August 2021, South Africa has a daily death rate of 189; and a 91.1% recovery rate. The number of confirmed cases of COVID-19 totals 75,201 deaths since the very start of the outbreak, as reported to WHO (see <https://sacoronavirus.co.za/>).

As of 10 August 2021, a total of 8,621,932 vaccine doses have been administered, indicating more than 10% vaccine penetration rate in the total population of the country.

Therefore, the TE methodology should take the above into account, and be prepared to be flexible with holding virtual meetings and possibly remote data collection techniques under the current pandemic.

The final methodological approach including interview schedule, field visits and data to be used in the TE should be clearly outlined in the Inception Report and be fully discussed and agreed first with UNDP.

If all or part of the TE is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the final TE report.

If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel. No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority.

A short validation mission may be considered if it is confirmed to be safe for staff, consultants, stakeholders and if such a mission is possible within the TE schedule. Equally, qualified and independent national consultants can be hired to undertake the TE and interviews in country as long as it is safe to do so.

Consultants are highly encouraged to travel to the sites. However, in case that COVID\_19 travel restrictions will still be in place during the undertaking of the TE, SANParks (Project Management Unit, PMU) will ensure to facilitate virtual meetings are arranged. This will include interviews with key stakeholders at project sites to enable the TE team to get an actual feel of the situation on the ground. This immediate implication of the COVID 19 situation is that the TE consultants will need to do a lot of desk review. Additionally, the PMU will need to submit all the necessary documents so that the consultants are able to form a clear picture about the progress made on the project from the documentation. A further mitigation measure is that the TE team consists of two consultants, one of whom should be resident in South Africa, and able to travel to undertake domestic travel to project sites. It is important to note that this Assignment thus requires a TE team consisting of two individuals.

### **1. DETAILED SCOPE OF THE TE**

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see ToR Annex A). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects.

[http://web.undp.org/evaluation/guideline/documents/GEF/TE\\_GuidanceforUNDP-supportedGEF-financedProjects.pdf](http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf)

The Findings section of the TE report will cover the topics listed below. A full outline of the TE report's content is provided in ToR Annex C.

The asterisk "(\*)" indicates criteria for which a rating is required.

## Findings

### i Project Design/Formulation

- National priorities and country driven-ness
- Linkages to international and regional development goals and strategies, and UNDP corporate goals, priorities, and strategic plan as well as country programme document (CPD)
- Theory of Change
- Gender equality and women's empowerment, vulnerable groups
- Social and Environmental Standards (Safeguards), human rights
- Analysis of Results Framework: project logic and strategy, indicators,
- Assumptions and Risks
- Knowledge, good practice, past lessons from other relevant projects (e.g. same focal area) incorporated into project design
- UNDP and the county office's comparative advantage in the role envisioned by the project
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

### ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (\*), implementation (\*) and overall M&E assessment (\*)
- Implementing Agency (UNDP) (\*) and Executing Agency (\*), overall project oversight/implementation and execution (\*)
- Risk Management, including Social and Environmental Standards (Safeguards)

### iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (\*), Effectiveness (\*), Efficiency (\*) and overall project outcome (\*)
- Sustainability: financial (\*), socio-political (\*), institutional framework and governance (\*), environmental (\*), overall likelihood of sustainability (\*)

- Country ownership
- Gender equality and women’s empowerment, vulnerable groups
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

**Main Findings, Conclusions, Recommendations and Lessons Learned**

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written based on the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women’s empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to incorporate gender equality and empowerment of women, and impact on vulnerable groups.

The TE report will include an Evaluation Ratings Table, as shown below:

**ToR Table 2: Evaluation Ratings Table for *Improving Management Effectiveness of the Protected Area Network project (PIMS 4943)***

<b>Monitoring &amp; Evaluation (M&amp;E)</b>	<b>Rating<sup>2</sup></b>
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
<b>Implementation &amp; Execution</b>	<b>Rating</b>
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	

Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

## 6. TIMEFRAME

The total duration of the TE will be approximately 35 over a time period of (10 weeks) starting on (15 September 2021). Flexibility is inherent in the timeframe for the TE, with additional time for implementing the TE virtually, recognising possible delays in accessing stakeholder groups due to COVID-19. Consideration may be given to a time contingency should the evaluation be delayed in any way due to COVID-19. The tentative TE timeframe is as follows:

Timeframe	Activity
(by 13 <sup>th</sup> September 2021)	Application period.
(by 19 <sup>th</sup> September 2021)	Selection of TE team
(Week of 20 September 2021)	Preparation period for TE team (handover of documentation by PMU)
(20-24 September 2021)	Document review and preparation of TE Inception Report
(28-30 September 2021) 2 days	Finalization and Validation of TE Inception Report
(15 October 2021) 15 days (recommended 7-15)	TE mission: stakeholder meetings, interviews, field visits, etc.
(30 October 2021)	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
(5 November 2021) 5 days (recommended 5-10)	Preparation of draft TE report
(15 20 November 2021)	Circulation of draft TE report for comments
( 25 November 2021)	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
(30 November 2021)	Preparation and Issuance of Management Response
(05 Decemeber 2021) – last PSC meeting Pretoria/ Cape Town	Concluding Stakeholder Workshop (optional)
(30 November 2021)	Expected date of full TE completion

Options for site visits will be discussed at the Inception Meeting, and should be provided in the TE Inception Report.

## 7. TE DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	TE team clarifies objectives, methodology and timing of the TE	No later than 2 weeks before the TE mission: (30 September 2021)	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	End of TE mission: (30 October 2021)	TE team presents to Commissioning Unit and project management
3	Draft TE Report	Full draft report (using guidelines on report content in ToR Annex C) with annexes	Within 3 weeks of end of TE mission: (10 November 2021)	TE team submits to Commissioning Unit; reviewed by RTA, Project Coordinating Unit, GEF OFF
5	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report (See template in ToR Annex H)	Within 1 week of receiving comments on draft report: (25 November 2021)	TE team submits both documents to the Commissioning Unit

\*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.<sup>3</sup>

## 8. TE ARRANGEMENTS

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is UNDP South Africa Country Office. The Commissioning Unit will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the TE team. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

## 9. TE TEAM COMPOSITION

A TE team of two evaluators will conduct the TE – one team leader (with experience and exposure to projects and evaluations in other regions) and one team expert, resident in South Africa. This assignment is envisaged as a single contract, aimed at attracting a TE team of two individuals described here. The team leader will be responsible for identifying a suitable team expert. The team leader will lead the overall design and writing of the TE report, etc. The team expert will work in a support function, and, assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building, work with the Project Team in developing the TE itinerary, and where necessary, will support field visits especially in lieu of covid-19 restrictions. The team leader will be the holder of this contract, and will be responsible for the deliverables of the contract. The team expert (national) will report to the team leader, and will be accountable to the team leader. The evaluator(s) cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review and should not have a conflict of interest with the project's related activities.

Team Lead credentials:

Education

- Master's degree in Biodiversity and Conservation, Protected Area Management, Resource Economics, Development Studies, Environmental Management, or other closely related field;

Experience

- Relevant experience with results-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to GEF 5 Biodiversity Focal Area - BD1: Improve Sustainability of Protected Area Systems and Management Effectiveness Tracking Tools (METT);
- Experience in evaluating projects;
- Experience working in South Africa;
- Experience in relevant technical areas for at least 10 years;
- Demonstrated understanding of issues related to gender, human rights and experience in gender responsive evaluation and analysis;
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experience within United Nations system will be considered an asset.
- Experience with implementing evaluations remotely will be considered an asset.

Language

- Fluency in written and spoken English.

Experience

- Competence in adaptive management, as applied to Biodiversity
- Demonstrated understanding of issues related to gender and Biodiversity experience in gender responsive evaluation and analysis;

## **10. EVALUATOR ETHICS**

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

## **11. PAYMENT SCHEDULE**

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit
- 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit

- 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

Criteria for issuing the final payment of 40%:

- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
- The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other TE reports).
- The Audit Trail includes responses to and justification for each comment listed.

In line with the UNDP's financial regulations, when determined by the Commissioning Unit and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the TE, that deliverable or service will not be paid. Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

## 12. APPLICATION PROCESS

Recommended Presentation of Proposal:

- a) **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
- b) **CV** and a **Personal History Form** (P11 form7);
- c) Brief description **of approach to work/technical proposal** of why the team considers themselves as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
- d) **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the Letter of Confirmation of Interest template. If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted to the email [bid.pretoria@undp.org](mailto:bid.pretoria@undp.org) indicating the following reference "Consultant for Terminal Evaluation of Improving Management Effectiveness of the Protected Area Network PIMS 4943" by **(At 12:00 mid-day, on 13th September 2021)**. Incomplete applications will be excluded from further consideration.

**Criteria for Evaluation of Proposal:** Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Lowest priced technically qualified method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant with least costly technically qualified proposals and that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

## 13. TOR ANNEXES

- ToR Annex A: Project Logical/Results Framework

- ToR Annex B: Project Information Package to be reviewed by TE team
- ToR Annex C: Content of the TE report
- ToR Annex D: Evaluation Criteria Matrix template
- ToR Annex E: UNEG Code of Conduct for Evaluators
- ToR Annex F: TE Rating Scales
- ToR Annex G: TE Report Clearance Form
- ToR Annex H: TE Audit Trail

## 5.2 Annex 2: Project Logical/ Results Framework (Last PIR)

<b>Objective To protect the Biodiversity of South Africa from existing and emerging threats through the development of a financially sustainable, effective and representative national protected area network and improved land use practices in buffers around parks with a focus on community benefits (especially job creation and stimulation of economic activity) and partnerships.</b>				
<b>Description of Indicator</b>	<b>Baseline Level</b>	<b>End of project target level</b>	<b>Source of information</b>	<b>Risk and assumptions</b>
Area under the National PA network	7,900,000 ha	8,097,000 Ha	Government gazette areas	Risk: Improve the network Capacities within agencies increase sustainability of at a slower pace than required by the needs of the PA system. Assumption: <input type="checkbox"/> Continued buy-in by all agencies on the management improvement and cost efficiency interventions <input type="checkbox"/> Government continues to view protected areas as a key investment strategy for meeting biodiversity conservation (and selected socio-economic development) targets.
METT scores for all reserves in project	0.608	0.737	METT score card average	
Hectares of high biodiversity priority in buffer zones integrated into local municipal planning mechanisms or with PA declaration.	0	100,000 Ha		
Financial sustainability scorecard for national PA Network0	0	Not identified	Review of Financial Sustainability Scorecard	
Outcome 1 – National PA estate expanded by 197,000 ha over a baseline of 7.9 million ha resulting in increased representation of the following globally important terrestrial habitats currently under-represented in the PA system.				
Area under the national PA network	7,900,000 Ha	8,097,000 Ha	Government gazettes and PA Register	Risk: <ul style="list-style-type: none"> <li>• Inability of governmental departments to sign –off on the declarations within the project term.</li> <li>• Delays in management agreement formulation for co-managed PA.</li> <li>• Delays in declaration processes due to</li> </ul>

				<p>Department of Mineral Resources withholding approval.</p> <p>Assumption:</p> <ul style="list-style-type: none"> <li>• There is a will for government agencies to expand PA network</li> <li>• There is value for private landowners to have land included in the PA network.</li> </ul>
Area of Succulent Karoo protected	0	18,000 Ha	Government gazettes and PA Register	<p>Risk:</p> <ul style="list-style-type: none"> <li>• Community loose interest in co-managed protected area.</li> </ul> <p>Assumption:</p> <ul style="list-style-type: none"> <li>• State land transfer will be agreed by all parties.</li> <li>• Community remains committed to protected area partnership</li> </ul>
Area in the Maputaland-Pondoland-Albany PA system protected	0	148,000	Government gazettes and PA Register	<p>Risk:</p> <ul style="list-style-type: none"> <li>• Land claim processes prevent formal proclamation of areas,</li> <li>• Mining rights prevent formal proclamation of areas.</li> <li>• Land owners buy into formal proclamation process.</li> </ul> <p>Assumption:</p> <ul style="list-style-type: none"> <li>• Land claim processes are relatively settled and will allow proclamation to take place.</li> </ul>

				<ul style="list-style-type: none"> <li>• Mining rights have not been exercised.</li> <li>• Land owners are willing to have land proclaimed as Nature Reserves or Stewardship Areas.</li> </ul>		
Area of Lowlands fynbos and renosterveld protected	0	31,000	Government gazettes and PA Register	<p>Risk:</p> <ul style="list-style-type: none"> <li>• PA Expansion strategy is not cost effective</li> <li>• State land transfers are delayed</li> <li>• Alien plant infestations are unmanaged and destroy natural biodiversity Assumption:</li> <li>• Functional links between participating government departments</li> <li>• Role-player desire to have the area under security of conservation tenure</li> </ul>		
Outcome 2.1: Improved PA management effectiveness delivers enhanced protection to 1,100,000 ha of new and existing protected areas.						
GEF METT scores for each of the existing and new PA brought on during implementation	SANParks		SANParks	80%	Agency METT reports adjusted to meet GEF METT requirements	<p>Risk:</p> <ul style="list-style-type: none"> <li>• Financial constraints within agencies prevent adequate management</li> </ul> <p>Assumption:</p> <ul style="list-style-type: none"> <li>• It is assumed that all PA management agencies will use their METT processes to identify those areas of PA management that require improvement, and that the improvement strategies that are</li> </ul>
	Kruger	74%	Kruger	75%		
	Camdeboo	70%	Camdeboo	75%		
	Mountain Zebra	70%	Mountain Zebra	75%		
	West Coast	66%	West Coast	70%		
	Richtersveld	64%	Richtersveld	50%		
	Richtersveld Coastal	11%	Richtersveld Coastal	68%		
	CapeNature		CapeNature			
	Riverlands	67%	Riverlands	51%		
	ECPTA		ECPTA	90%		
	East London	50%	East London	60%		
	Baviaanskloof	88%	Baviaanskloof	66%		

	<table border="1"> <tr><td>Mpofu/ Fort</td><td>59%</td></tr> <tr><td>Fordyce</td><td></td></tr> <tr><td>Ongeluksnek NR</td><td>65%</td></tr> <tr><td>Mkambathi</td><td>79%</td></tr> <tr><td>Silaka</td><td>74%</td></tr> <tr><td>Hluleka</td><td>74%</td></tr> <tr><td>Great Fish</td><td>85%</td></tr> <tr><td>MTPA</td><td></td></tr> <tr><td>Blyde</td><td>58%</td></tr> <tr><td>Manyaleti</td><td>64%</td></tr> <tr><td>Andover</td><td>51%</td></tr> <tr><td>Bushbuck Ridge</td><td>25%</td></tr> <tr><td>LEDET</td><td></td></tr> <tr><td>Hans Merensky</td><td>37%</td></tr> <tr><td>Letaba Ranch</td><td>36%</td></tr> <tr><td>Makhuya</td><td>48%</td></tr> <tr><td>Bewaarskloof</td><td>20%</td></tr> <tr><td>Lekgalameetse</td><td>65%</td></tr> <tr><td>Thabina</td><td>8%</td></tr> <tr><td>Wolkberg</td><td>46%</td></tr> <tr><td>Wolkberg Caves</td><td>35%</td></tr> <tr><td>Sabi Sand Wildtuin</td><td>75%</td></tr> <tr><td>Thornybush</td><td>59%</td></tr> <tr><td>Timbavati</td><td>77%</td></tr> <tr><td>Umbabat</td><td>43%</td></tr> <tr><td>Balule</td><td>54%</td></tr> <tr><td>Klaserie</td><td>83%</td></tr> </table>	Mpofu/ Fort	59%	Fordyce		Ongeluksnek NR	65%	Mkambathi	79%	Silaka	74%	Hluleka	74%	Great Fish	85%	MTPA		Blyde	58%	Manyaleti	64%	Andover	51%	Bushbuck Ridge	25%	LEDET		Hans Merensky	37%	Letaba Ranch	36%	Makhuya	48%	Bewaarskloof	20%	Lekgalameetse	65%	Thabina	8%	Wolkberg	46%	Wolkberg Caves	35%	Sabi Sand Wildtuin	75%	Thornybush	59%	Timbavati	77%	Umbabat	43%	Balule	54%	Klaserie	83%		<table border="1"> <tr><td>Mpofu/ Fort</td><td>81%</td></tr> <tr><td>Fordyce</td><td></td></tr> <tr><td>Ongeluksnek NR</td><td>75%</td></tr> <tr><td>Mkambathi</td><td>75%</td></tr> <tr><td>Silaka</td><td>87%</td></tr> <tr><td>Hluleka</td><td>59%</td></tr> <tr><td>Great Fish</td><td>65%</td></tr> <tr><td>MTPA</td><td>52%</td></tr> <tr><td>Blyde</td><td>26%</td></tr> <tr><td>Manyaleti</td><td></td></tr> <tr><td>Andover</td><td>38%</td></tr> <tr><td>Bushbuck Ridge</td><td>37%</td></tr> <tr><td>LEDET</td><td>49%</td></tr> <tr><td>Hans Merensky</td><td>20%</td></tr> <tr><td>Letaba Ranch</td><td>66%</td></tr> <tr><td>Makhuya</td><td>8%</td></tr> <tr><td>Bewaarskloof</td><td>47%</td></tr> <tr><td>Lekgalameetse</td><td>36%</td></tr> <tr><td>Thabina</td><td></td></tr> <tr><td>Wolkberg</td><td></td></tr> <tr><td>Wolkberg Caves</td><td></td></tr> </table>	Mpofu/ Fort	81%	Fordyce		Ongeluksnek NR	75%	Mkambathi	75%	Silaka	87%	Hluleka	59%	Great Fish	65%	MTPA	52%	Blyde	26%	Manyaleti		Andover	38%	Bushbuck Ridge	37%	LEDET	49%	Hans Merensky	20%	Letaba Ranch	66%	Makhuya	8%	Bewaarskloof	47%	Lekgalameetse	36%	Thabina		Wolkberg		Wolkberg Caves			<p>derived, will be implemented.</p> <ul style="list-style-type: none"> <li>The risk associated with the above is that the PA will not be able to secure sufficient budget to implement the management effectiveness improvement strategies.</li> <li>It is assumed that the PA management agencies will be able to take on the financial management improvement strategies that will be formulated from Component 3 of this project and that this will improve their budget capacity to undertake management effectiveness improvements.</li> </ul>
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Outcome 2.1 – Improved PA management effectiveness through effective integrated interventions in buffer zones covering 100 000 ha around three national parks and/or provincial reserves through implementation of buffer zone policy and interventions including improved land use controls.																																																																																																					
Hectares of high biodiversity priority in buffer zones integrated	0	100.000 ha	SANParks	Risk:																																																																																																	

<p>into local municipal planning mechanisms for:</p> <p>Kruger National Park buffer  Mountain Zebra – Camdeboo National Park buffer  West Coast National Park buffer</p>				<ul style="list-style-type: none"> <li>• The risk is that the development agendas of the local municipalities will over-ride the conservation agency buffer objectives.</li> <li>• Municipalities may oppose declarations of low-cost buffer mechanisms.</li> </ul> <p>Assumption:</p> <ul style="list-style-type: none"> <li>• The assumption is that outputs from Component 3 will inform the buffer establishment process in such a way that it proves that conservation compatible land use will be the most sustainable option for local municipalities.</li> <li>• Landowners perceive value in the improved conservation status of their property.</li> </ul>
<p>Outcome 3.1 PA Expansion costs per hectare reduced by 60% over a baseline of US\$ 500/ha by introducing partnerships for PA management</p>				
<p>Reduction in average cost of PA expansion</p>	<p>US\$ 500/ha</p>	<p>US\$ 200/ha</p>	<p>PA agencies and SANParks</p>	<p>Risk:</p> <ul style="list-style-type: none"> <li>• Property prices increase rapidly as a result of unexpected events.</li> <li>• Key properties price inflated due to critical location in the PA network.</li> <li>• Failure of the low-cost mechanisms</li> </ul>

				<ul style="list-style-type: none"> <li>• Delays in signing stewardship agreements.</li> </ul> Assumption: <ul style="list-style-type: none"> <li>• Property prices will remain within inflation norms.</li> </ul>
Outcome 3.2: To improve the financial sustainability of the expanded PA network by optimizing and diversifying revenue streams and by improving cost efficiencies				
Diversification and increase in PA income and revenue streams	Financing gap between available funds and basic management requirements 44.7%	Reduce the financing gap to 35%.	Assessed from agency financial score card	Risk: <ul style="list-style-type: none"> <li>• Agencies may not be ready or equipped to implement new and innovative instruments and mechanisms to diversify income streams</li> </ul> Assumption: <ul style="list-style-type: none"> <li>• There is a strong link to the outputs of Component 2</li> <li>• Expertise is available for the periods required</li> </ul>

### 5.3 Annex 3: List of Documents

#	Item (electronic versions preferred if available)
1	Project Identification Form (PIF)
2	UNDP Initiation Plan
3	Final UNDP-GEF Project Document with all annexes
4	CEO Endorsement Request
5	UNDP Social and Environmental Screening Procedure (SESP) and associated management plans
6	Inception Workshop Report
7	Mid-Term Review report and management response to MTR recommendations
8	All Project Implementation Reports (PIRs)
9	Progress reports (quarterly, semi-annual or annual, with associated workplans and financial reports)
10	Oversight mission reports
11	Minutes of Project Board Meetings and of other meetings (i.e. Project Appraisal Committee meetings)
12	GEF Tracking Tools (from CEO Endorsement, midterm and terminal stages)
13	GEF/LDCF/SCCF Core Indicators (from PIF, CEO Endorsement, midterm and terminal stages); for GEF-6 and GEF-7 projects only
14	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions
15	Co-financing table data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures
16	Audit reports
17	<p>Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.):</p> <p>Component 1:</p> <p>Compliance and Remedial Actions Report - Feb19,2018 Isabella Hofmeyer on 5 properties</p> <p>Forest Exit Area Methodology - GEF5 Project</p> <p>MNT02-01-2018 Technical Report Final</p> <p>MZCPE-Declaration-History-Report</p> <p>Richtersveld CDF FINAL DRAFT 20190214</p> <p>SANParks - Oena Mine Audit Report (Final) (7May 2021)</p> <p>West Coast CDF_Final_20170725_reduced</p> <p>GEF Improving Management Effectiveness of the Protected Areas Network Spatial Review 26 11 21</p> <p>Component 2:</p> <p>27.-K2C-MPTA-Patch-Burning-Guidelines_FINAL-2020</p>

29.-K2C-Restoration-Brochure\_2019  
 GEF Improving Management Effectiveness of the Protected  
 CapeNature\_Dassen\_Coastal\_Complex\_EE\_Awareness\_& Interpretation\_plan  
 2021\_2026 EC  
 CapeNature\_DASSENBERG COASTAL CATCHMENT PARTNERSHIP\_PoE  
 CapeNature\_Intergrated Compliance Plan Landscape Wes\_2021  
 MZCPE-Partnership-approach-Report-format  
 GEF5-PA-Project-METT-Matters-2021-  
 Report on the data reliability of METT March 2015  
 CapeNature\_Dassen\_Coastal\_Complex\_PAMP\_FINAL\_20190228\_BOARD\_ap  
 prove  
 ECPTA\_MTTM PE Management Plan\_FINAL Draft\_30 June 2021  
 KNP-Park-Mangement-Plan  
 MZCPE-protected-environment-management-plan\_June-2017-final  
 RV-RNP-Management-plan-2018

Component 3:  
 Biodiversity Offsets Guideline - Approved September 2020  
 EWT\_Ecological Infrastructure\_BC\_19Oct21  
 EXCO August 2020 submission (Costing of underfunded Coservation and Public  
 Good Mandate Report)  
 FINAL CapeNature Impact Study 2021.12.29  
 Greater\_Kruger\_Protective\_Area\_Management\_Toolkit  
 Greater\_Kruger\_Strategic\_Development\_Programme\_Executive\_Summary  
 KNP SCM Support Project\_Final Report (draft)\_Nov21  
 LACOMPISA-Enterprise-Profiles  
 LACOMPISA-Workbook-Business-Exposure-Workshop  
 LACOMPISA-Workbook-Indalopreneur-Starter-and-New-Venture-Creation-  
 Programme-  
 Phase II\_KNP Debt Instrument Feasibility Report\_WFA Final  
 Richtersveld PA Financing Strategy  
 SANParks Section 37D Pilot Project Final Report 26 November 2021  
 SANParks-Evaluation-and-revision-of-PMPs-Final-Report-Sept-2021  
 Skukuza Meat Processing Facility - Business and Implementation Plan -  
 v2\_DRAFT  
 WFA SANParks Cons Banking draft guideline 27-10-2021  
 Addendum 1\_Greater Kruger Socio-Economic Impact Assessment\_ Working  
 Manual 30 Sep 2020  
 GKSEI\_Model\_v8\_30 Sep 2020  
 Greater\_Kruger\_Socio\_Economic\_Impact\_Report  
 J0216-21\_WWF\_GKSDP material\_SEI Booklet\_Rev 2\_REPRO\_Hi Res  
 Richtersveld WHS Final IMP 2 November 2021  
 Richtersveld WHS IMP Annexures 2 November 2021  
 Business Case - Chapter 4 (Report on Business Case) - final  
 SANParks Mandate Review - Due Diligence Report (Execution version - final)  
 SANParks Mandate Review - Supplementary Due Diligence Report (final)  
 5.-GEF-5-PA-Gender-Analysis-GEF-5-Management-Effectiveness-PA-  
 December-2018

	<p>GEF5-PA-Project-Academic-Output-2021  GEF5-PA-Project-Adaptive-Management-2021-  GEF5-PA-Project-Gender-Journey-2021-1-1  GEF5-PA-Project-METT-Matters-2021-  GEF5-PA-Project-Umoya-Biodiversity-Offset-2021  GEF5-PA-Project-Youth-Ambassadors-KNP-2021  GEF5-South-South-Cooperation-20211108  MTTMPE PAMP Development FINAL 20210927_under review</p>
1 8	<p>Sample of project communications materials:  MTTMPE PAMP Development FINAL 20210927_under review  Peatlands Media Release_Final  SANPARKS annual-report-2020  UNDP South Africa - International Mother Earth Day article 2021  Die Vygie Fluitjie 1  Die Vygie Fluitjie 2  Die Vygie Fluitjie 3  Die Vygie Fluitjie 4  Die Vygie Fluitjie 5  Die Vygie Fluitjie 6  Die Vygie Fluitjie 7  Die Vygie Fluitjie 8  Die Vygie Fluitjie 9  Die Vygie Fluitjie 10  Die Vygie Fluitjie 11</p>
1 9	<p>Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants</p>
2 0	<p>Any relevant socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area, change in revenue related to project activities</p>
2 1	<p>List of contracts and procurement items over ~US\$5,000 (i.e. organizations or companies contracted for project outputs, etc., except in cases of confidential information)</p>
2 2	<p>List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e. any leveraged or “catalytic” results)</p>
2 3	<p>Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available</p>
2 4	<p>UNDP Country Programme Document (CPD)</p>
2 5	<p>List/map of project sites, highlighting suggested visits</p>
2 6	<p>List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted</p>
2 7	<p>Project deliverables that provide documentary evidence of achievement towards project outcomes  Component 1:</p>

GEF Improving Management Effectiveness of the Protected Areas  
 GEF Improving Management Effectiveness of the Protected Areas  
 Lenoci, J. - 2018 - Midterm Review Report. UNDP-GEF Project Improving.pdf  
 DFFE - 2021 - South Africa Protected Areas Database (SAPAD\_OR\_20.pdf  
 Department of Environmental Affairs. - 2014 - Simplified Minutes of the Project  
 Appraisal Commit.pdf  
 DEA - 2015a - UNDP Project Document. UNDP-GEF Project Improving.pdf  
 DEA - 2012 - Biodiversity Policy and Strategy for South Africa.pdf  
 Creecy, BD - 2021 - Letter to Mr Loots - intention to declare MZCPE.pdf  
 Berliner and Desmet - 2007 - Eastern Cape biodiversity conservation plan  
 Techn.pdf  
 WWF-SA - 2021 - Offer to Purchase from WWF-SA to Ms C.P. Nel for  
 Canariesfontein \_ Hunboom.pdf  
 WWF-SA - 2020b - Offer to Purchase from WWF-SA to Ms M.M. van Nieke-  
 Roodekol.pdf  
 WWF-SA - 2020a - Offer to Purchase from WWF-SA to Ms M.M. van  
 Nieke\_Zoutpan.pdf  
 WWF-SA - 2015 - Title Deed of Transfer for Canariesfontein Farm 46.pdf  
 WWF and Brakkies Familietrust - 2016 - Offer to Purchase From WWF SA to  
 Brakkies Familie.pdf  
 Unknown. - Map of Pleroma Nature Reserve Boundaries.pdf  
 SANParks et al. - 2021 - Land Use Agreement between SANParks (Transferee)  
 a.pdf  
 SANParks and ESKOM - 2019 - Biodiversity Offset Agreement between  
 SANParks (Tr.pdf  
 SANParks and ESKOM - 2019 - Biodiversity Offset Agreement between  
 SANParks (Tr.pdf  
 SANParks - 2019 - Richtersveld Conservation Development Framework 20.pdf  
 SANParks - 2019 - Memorandum of Agreement between SANParks and  
 Melkb.pdf  
 SANParks - 2018 - Richtersveld National Park - Park Management Plan .pdf  
 SANParks - 2018 - Richtersveld buffer-zone.jpg  
 SANParks - 2018 - Richtersveld land-tenure \_ PE.jpg  
 SANParks - 2013 - West Coast National Park - Park Management Plan (20.pdf  
 SANParks - 2013 - WC land-tenure \_ Expansion Footprint.jpg  
 SANParks - 2013 - WC buffer-zones.jpg  
 SANParks - 2013 - Namaqua National Park - Park Management Plan (2013 .pdf  
 SANParks - 2013 - Namaqua land-tenure \_ PE.jpg  
 SANParks - 2013 - Namaqua buffer-zones.jpg  
 RLM - 2021 - Richtersveld Local Municipality (RLM) Final Integr  
 Ngkaba, N. - 2019 - Department of Forestry, Fisheries and Environment  
 Naude, K. - 2021 - Email from Mr K. Naude (DFFE) to Ms K. Purnell re Gys Wiese  
 restrictions(Wi.pdf  
 Mketeni, F. - 2019 - Letter to Ms Ngcaba (Department of Environmental A)  
 GuysWiese.pdf  
 Melkboomhoek Beslote Korporasie - 2019 - Strategiese Bestuursplan vir die Guys  
 Wiese Besker.pdf  
 DFFE - 2020 - Draft Notice to regulate activities in Gys Wiese PE

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SANParks - 2018 - Kruger National Park Buffer Zone Map.jpg

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ECPTA - 2016 - Declaration Notice of Protected Areas Nature Rese.pdf

ECPTA - 2015 - Declaration Notice of Protected Areas Nature Rese.pdf

BBRLM - 2021 - Bushbuckridge Local Municipality (BBRLM) Integrate.pdf

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### Component 3:

- 1.1\_Sustainability Planning\_template GEF5 PA\_RV Coastal
- 1.2\_1.3 Sustainability Plan GEF PA\_CN
- 1.4\_Sustainability Plan GEF5 PA\_MZCB\_Bronwyn
- 1.5\_1.6\_Sustainability Plan GEF5 PA\_ECPTA

	<p>1.7_Sustainability Plan GEF5 PA_K2C_and_Greater_Kruger_Node  Comp3_GEF 5Sustainability Plan_C.E.Updated_06.12.21 (002)  GEF 5 Component 3 Terminal Evaluation Summary  Report_Final_C.E_02.2022.pdf  GEF 5 Comp3 Sustainability Plan_C.E.Updated_20.01.22.xlsx  SANParks K2C - completion of GEF activities 2022.pptx  GEF PA_Output 3 - Financial Sustainability_Progress Summary of subprojects_ June 2021_Final.Updated Candice 19.08.21docx.docx  GEF Component 3 NCE Delivery Plan_Oct2019.docx  Component 3 Activities Table_no cost extension_Aug2019.docx  GEF_Economic_Valuation_CapeNature_TOR_20210122_FINAL.docx  Finalisation of Cape Nature Economic Valuation Study_C.E Input.docx  P1939_GK SEI_Draft Annual Report_v9 Final_Sep 2020.pdf  J021621_WWF_GKSDP material_SEI Booklet_Rev 2_REPRO_Hi Res.pdf  Phase 3 Economic Impact Report-Final Draft_28.11.17.pdf  Makuya Nature Reserve Baseline Overview Report_20.04.17.pdf  Economic Impact Phase 1 - Collective Report_01.2017.pdf  Richtersveld CDF FINAL 20190214.pdf  SCORING SHEET FOR GLFTCA_CandiceEb.pdf  SCORING SHEET FOR GLFTCA_CandiceEb.pdf  KNP SCM Support Project_ Final Report.docx  GKSDP_Decisionmaker Summary Final September 2020.pdf  Southern Africa Water Fund Feasibility Cohort Learning 2021.pdf  WFA SANParks Conservation Banking - Feasibility study 13-9-2021.pdf  Biodiversity Offsets Guideline - Approved September 2020.pdf  INCUBATOR_BioOffset Finance Mechanisms_Originsv4 For Final Approval.docx  SIGNED FINAL  160501018_CON_LF1860_REV2_SANParks_juwi_management Services for  Kap Vley Offset_SignedSANParks_GADEVSKALO.pdf  2018-09-11 Environmental Offsetting Policy - Final Draft for comment.pdf  210825 Draft Biodiversity Offset Guideline.docx  Min Bid - Concession Framework.pdf  SANParks Land Inclusion Policy 2017.pdf  Municipal Rates Work_Overview.pdf  Resource Mobilisation Partnerships Strategy -2021.pdf  SANParks Resource Mobilisation Strategy Comments.docx  GEF 5 Component 3 Terminal Evaluation Summary  Report_Final_16.02.2022.docx.docx</p>
28	M&E Plan and System

## 5.4 Annex 4: Evaluation Design Matrix - Questions, Data Sources and Collection

<p>What are the decision-making processes -project governance oversight and accountabilities?</p>	<ul style="list-style-type: none"> <li>- Roles and Responsibilities of stakeholders in project implementation.</li> <li>- Partnership arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>- Project documents</li> <li>- National policies or strategies, websites, project staff, project partners</li> <li>- Data collected throughout the mission</li> </ul>	<ul style="list-style-type: none"> <li>- Desk study</li> <li>- Interview with project staff</li> <li>- Observation</li> <li>- Focus groups</li> </ul>
<p>What extent does the project contribute towards the progress and achievement of the Sustainable Development Goals (SDG)?</p>	<p>Project alignment with the SDGs</p>	<ul style="list-style-type: none"> <li>- Project documents</li> </ul>	<ul style="list-style-type: none"> <li>- Desk study ?</li> </ul>
<p>What extent does the Government support (or not support) the Project, understand its responsibility and fulfill its obligations?</p>	<p>Meetings of the Project Board, Technical Team, Consultation Groups</p>	<ul style="list-style-type: none"> <li>- Minutes</li> <li>- Project documents</li> </ul>	<ul style="list-style-type: none"> <li>- Desk study</li> <li>- Interviews with project staff</li> <li>- Interviews with national and local stakeholders</li> </ul>
<p><b>Effectiveness</b></p>			
<p>Are the project objectives likely to be met? To what extent are they likely to be met?</p>	<p>Level of progress toward project indicator targets relative to expected level at current point of implementation</p>	<ul style="list-style-type: none"> <li>- Project documents</li> <li>- Project staff</li> <li>- Project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Interviews with project staff</li> <li>- Interviews with national and local stakeholders</li> </ul>
<p>What are the key factors contributing to project success or underachievement?</p>	<p>Level of documentation of and preparation for project risks, assumptions and impact drivers</p>	<ul style="list-style-type: none"> <li>- Project documents</li> <li>- Project staff</li> <li>- Project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Interviews with project staff</li> </ul>
<p>What are the key risks and barriers that remain to achieve the project objective and generate Global Environmental Benefits?</p>	<p>Presence, assessment of, and preparation for expected risks, assumptions and impact drivers</p>	<ul style="list-style-type: none"> <li>- Project documents</li> <li>- Project staff</li> <li>- Project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Interviews with project staff</li> <li>- Interviews with national and local stakeholders</li> </ul>
<p>Are the key assumptions and impact drivers relevant to the achievement of Global Environmental Benefits likely to be met?</p>	<p>Actions undertaken to address key assumptions and target impact drivers</p>	<ul style="list-style-type: none"> <li>- Project documents</li> <li>- Project staff</li> <li>- Project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Interviews with project staff</li> </ul>

<p><b>What has been (to date) this projects progress towards the expected results and log frame indicators?</b>  <b>How do the key stakeholders feel this project has progressed towards the outcome level results (as stated in the original documents- inception report)?</b></p>	<ul style="list-style-type: none"> <li>- Progress toward impact achievements</li> <li>- Results of Outputs</li> </ul>	<ul style="list-style-type: none"> <li>- Project documents</li> <li>- Project staff</li> <li>- Project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Interviews with project staff</li> <li>- Interviews with national and local stakeholders</li> </ul>
<p><b>What has been the progress to date and how has it led to, or could in the future catalyze beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...).</b>  <b>How cross cutting areas been included in the project are results framework and monitored on an annual basis?</b></p>	<ul style="list-style-type: none"> <li>- Stakeholder involvement effectiveness</li> <li>- Gender gap</li> <li>- Plans and policies incorporating initiatives</li> <li>- Record of comments and response of stakeholders</li> <li>- Positive or negative effects of the project on local populations.</li> </ul>	<ul style="list-style-type: none"> <li>- Project documents</li> <li>- Project staff</li> <li>- Project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Consultation with Project Board Members</li> <li>- PMU</li> <li>- Discussion with beneficiaries</li> </ul>
<p><b>What does the GEF Tracking Tool at the Baseline indicate when compared with the one completed right before the Terminal Review.</b></p>	<ul style="list-style-type: none"> <li>- GEF Tracking Tools status at the closure of the project.</li> </ul>	<ul style="list-style-type: none"> <li>- Project documents</li> <li>- Project staff</li> <li>- Project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> </ul>
<p><b>What are the remaining barriers to achieving the expected results as told by stakeholders interviewed?</b></p>	<ul style="list-style-type: none"> <li>- Number of barriers in the project</li> </ul>	<ul style="list-style-type: none"> <li>- Project documents</li> <li>- Project staff</li> <li>- Project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Interviews with project staff</li> <li>- Interviews with national and local stakeholders</li> </ul>
<p><b>What aspects of this project s implementation approach (pilots) (enabling activities) has been particularly successful or negative (as told by consults) and how might the project</b></p>	<ul style="list-style-type: none"> <li>- Number of project achievements</li> <li>- Progress toward impact achievements.</li> </ul>	<ul style="list-style-type: none"> <li>- Project documents</li> <li>- Project staff</li> <li>- Project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Interviews with project staff</li> <li>- Interviews with national and local stakeholders</li> </ul>

<b>stakeholders further expand or correct these benefits.</b>			
<b>Do the results framework indicators have a SMART focus?</b>	Results framework indicators	M&E reports	- Desk review - Interviews with project staff
<b>Are the mid-term and end-of-project goals achievable?</b>	% of results and results achieved: Progress towards the results framework	- M&E reports - ProDoc	- Desk review
<b>Efficiency</b>			
<b>Is the project cost-effective?</b>	- Quality and adequacy of financial management procedures (in line with UNDP, UNOPS, and national policies, legislation, and procedures) - Financial delivery rate vs. expected rate - Management costs as a percentage of total costs	- Project documents - Project staff	- Desk review
<b>Are expenditures in line with international standards and norms?</b>	Cost of project inputs and outputs relative to norms and standards for donor projects in the country or region	- Project documents - Project staff	- Desk review - Interviews with project staff
<b>Is the project implementation approach efficient for delivering the planned project results?</b>	- Adequacy of implementation structure and mechanisms for coordination and communication - Planned and actual level of human resources available - Extent and quality of engagement with relevant partners / partnerships - Quality and adequacy of project monitoring mechanisms (oversight bodies' input, quality and timeliness of reporting, etc.)	- Project documents - National and local stakeholders - Project staff	- Desk review - Interviews with project staff - Interviews with national and local stakeholders
<b>Is the project implementation delayed? If so, has that affected cost-effectiveness?</b>	- Project milestones in time - Planned results affected by delays	- Project documents - Project staff	- Desk review - Interviews with project staff

	- Required project adaptive management measures related to delays		
<b>What is the contribution of cash and in-kind co-financing to project implementation?</b>	Level of cash and in-kind co-financing relative to expected level	- Project documents - Project staff	- Desk review - Interviews with project staff
<b>To what extent is the project leveraging additional resources?</b>	Amount of resources leveraged relative to project budget	- Project documents - Project staff	- Desk review - Interviews with project staff
<b>What is project related progress in the following 'implementation' categories?</b>	- Number of project achievements	- Project documents - Project staff	- Desk review - Interviews with project staff
<b>Management Arrangements and Implementation Approach (including any evidence of Adaptive management and project coordination and km with pilots)</b>	- Project management and coordination effectiveness - Number of project achievements in pilots	- Project documents - Project staff	- Desk review - Interviews with project staff
<b>How has the finances been managed, delivered and spent per outputs per year. What percentage is delivered to date? Is it low?</b>	- Percentage of expenditures in proportion with the results - Financial Systems and effectiveness transparency	- Project documents - Project staff	- Desk review
<b>Results</b>			
<b>Have the planned outputs been produced? Have they contributed to the project outcomes and objectives?</b>	- Level of project implementation progress relative to expected level at current stage of implementation - Existence of logical linkages between project outputs and outcomes/impacts	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews with project staff
<b>Are the anticipated outcomes likely to be achieved? Are the outcomes likely to contribute to the achievement of the project objective?</b>	Existence of logical linkages between project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews with project staff
<b>Are impact level results likely to be achieved? Are the likely to be</b>	- Environmental indicators	- Project documents - Project staff	- Desk review - Interviews with project staff

<b>at the scale sufficient to be considered Global Environmental Benefits?</b>	- Level of progress through the project's Theory of Change	- Project stakeholders	- Interviews with national and local stakeholders
<b>Sustainability</b>			
<b>To what extent are project results likely to be dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the project results once the GEF assistance ends?</b>	- Financial requirements for maintenance of project benefits - Level of expected financial resources available to support maintenance of project benefits - Potential for additional financial resources to support maintenance of project benefits	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews with project staff - Interviews with national and local stakeholders
<b>Do relevant stakeholders have or are likely to achieve an adequate level of "ownership" of results, to have the interest in ensuring that project benefits are maintained?</b>	Level of initiative and engagement of relevant stakeholders in project activities and results	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews with project staff - Interviews with national and local stakeholders
<b>Do relevant stakeholders have the necessary technical capacity to ensure that project benefits are maintained?</b>	Level of technical capacity of relevant stakeholders relative to level required to sustain project benefits	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews with project staff - Interviews with national and local stakeholders
<b>To what extent are the project results dependent on socio-political factors?</b>	Existence of socio-political risks to project benefits	- Project documents - Project staff - Project stakeholders	- Desk review
<b>To what extent are the project results dependent on issues relating to institutional frameworks and governance?</b>	Existence of institutional and governance risks to project benefits	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews with project staff - Interviews with national and local stakeholders
<b>Are there any environmental risks that can undermine the future flow of project impacts and Global Environmental Benefits?</b>	Existence of environmental risks to project benefits	- Project documents	- Desk review
<b>What are the financial risks to sustainability?</b>	Financial risks;	- Project documents	- Desk review - Interviews with project staff - Interviews with national and local stakeholders

<b>What are the Socio-economic risks to sustainability?</b>	Socio-economic risks and environmental threats.	- Project documents	- Desk review - Interviews with project staff - Interviews with national and local stakeholders
<b>Institutional framework and governance risks to sustainability?</b>	- Institutional and individual capacities	- Project documents	- Desk review - Interviews with project staff - Interviews with national and local stakeholders
<b>Gender equality and women's empowerment</b>			
<b>How did the project contribute to gender equality and women's empowerment?</b>	Level of progress of gender action plan and gender indicators in results framework	- Project documents - Project staff - Project stakeholders	- Desk review
<b>In what ways did the project's gender results advance or contribute to the project's biodiversity outcomes?</b>	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Desk review
<b>Were women's groups, NGOs, civil society orgs and women's ministries adequately consulted and involved in project design? If not, should they have been?</b>	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews with project staff - Interviews with national and local stakeholders
<b>Were stakeholder engagement exercises gender responsive?</b>	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Desk review
<b>For any stakeholder workshops, were women-only sessions held, if appropriate, and/or were other considerations made to ensure women's meaningful participation?</b>	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Desk review
<b>Cross-cutting and UNDP Mainstreaming Issues</b>			
<b>How were effects on local populations considered in project design and implementation?</b>	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews with project staff - Interviews with national and local stakeholders

<b>Extent to which the allocation of resources to targeted groups takes into account the need to prioritize those most marginalized.</b>	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Desk review
<b>Positive or negative effects of the project on local populations (e.g. income generation/job creation, improved natural resource management arrangements with local groups, improvement in policy frameworks for resource allocation and distribution, regeneration of natural resources for long term sustainability).</b>	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Desk review - Interviews with project staff - Interviews with national and local stakeholders
<b>Extent to which the project objectives conform to agreed priorities in the UNDP Country Programme Document (CPD) and other country programme documents.</b>	Links between the project and the priorities of the UNDP Country Program.	- Project documents - Project staff - Project stakeholders	- Desk review
<b>Whether project outcomes have contributed to better preparations to cope with disasters or mitigate risk</b>	Risk mitigation	- Project documents - Project staff - Project stakeholders	- Desk review
<b>Extent to which poor, indigenous, persons with disabilities, women and other disadvantaged or marginalized groups benefited from the project</b>	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Desk review
<b>The poverty-environment nexus: how the environmental conservation activities of the project contributed to poverty reduction</b>	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Desk review



## **5.5 Annex 5: Questions to PMU and project board members and other stakeholders**

### **Relevance**

1. Does the project's objective align with the priorities of the local government and local communities?
2. Does the project's objective fit within the national environment and development priorities?
3. Did the project concept originate from local or national stakeholders, and/or were relevant stakeholders sufficiently involved in project development?
4. How relevant and effective has this project's strategy and architecture been? Is it relevant? Has it been effective? Does it need to change?
5. What are the decision-making processes -project governance oversight and accountabilities?

### **Effectiveness**

6. Are the project objectives likely to be met? To what extent are they likely to be met?
7. What are the key factors contributing to project success or underachievement?
8. What are the key risks and barriers that remain to achieve the project objective and generate Global Environmental Benefits?
9. Are the key assumptions and impact drivers relevant to the achievement of Global Environmental Benefits likely to be met?
10. How do the key stakeholders feel this project has progressed towards the outcome level results (as stated in the original documents- inception report)?
11. How cross cutting areas been included in the project are results framework and monitored on an annual basis?
12. What are the remaining barriers to achieving the expected results as told by stakeholders interviewed?

### **Efficiency**

13. Are expenditures in line with international standards and norms?
14. Is the project implementation approach efficient for delivering the planned project results?
15. Is the project implementation delayed? If so, has that affected cost-effectiveness?

16. What is the contribution of cash and in-kind co-financing to project implementation?
17. To what extent is the project leveraging additional resources?
18. What is project related progress in the following 'implementation' categories?

### **Results**

19. Have the planned outputs been produced? Have they contributed to the project outcomes and objectives?
20. Are the anticipated outcomes likely to be achieved? Are the outcomes likely to contribute to the achievement of the project objective?
21. Are impact level results likely to be achieved? Are they likely to be at the scale sufficient to be considered Global Environmental Benefits?

### **Sustainability**

22. To what extent are project results likely to be dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the project results once the GEF assistance ends?
23. Do relevant stakeholders have or are likely to achieve an adequate level of "ownership" of results, to have the interest in ensuring that project benefits are maintained?
24. Do relevant stakeholders have the necessary technical capacity to ensure that project benefits are maintained?
25. To what extent are the project results dependent on socio-political factors or on issues relating to institutional frameworks and governance or environmental?

### **Gender equality and women's empowerment**

26. How did the project contribute to gender equality and women's empowerment?
27. In what ways did the project's gender results advance or contribute to the project's biodiversity outcomes?

### **Cross-cutting and UNDP Mainstreaming Issues**

28. How were effects on local populations considered in project design and implementation?

## 5.6 Annex 6: Proposed/ planned List of Interviews before In-country mission

Name	Roles
<b>Lead Person: Janice Golding</b>	Focal point, project governance
<b>Aubrey Manamela</b>	Financial Management, Budgets, Workplans, Audits, HACT
<b>Frederick Shikweni</b>	Monitoring & Evaluation, HACT
<b>Tove Nordberg</b>	Project management support
<b>Kgomotso Maditse</b>	Financial Management, Project support
<b>Lead Person: Candice Eb</b>	Component 3 - Financial sustainability/ BIOFIN
<b>Ellane van Wyk (service provider)</b>	Section 37D Income Tax Project
<b>Howard Hendriks (service provider)</b>	SANParks Legislative Mandate
<b>Candice Stevens (service provider)</b>	KNP Debt Finance Investigation
<b>Malakia Mashiloane (SCM)</b>	SANParks Supply Chain Management Reform Support
<b>Lead Person: Ngcali Nomtshongwana</b>	Kruger Beneficiation Scheme
<b>Lead Person: Martha Maila (PMU)</b>	PMU Finance reports and support
<b>Annetjie Drent</b>	SANParks Finance and support to GEF
<b>Delsey Monaledi (Legal)</b>	Legal support for GEF consultancy (Cliffe Dekker Hofmeyr contract)
<b>Lead person: Karl Naude</b>	Country Mandate: METT & PA expansion & governance, RV WHS etc.(DFFE)
<b>Flora Mokgohloa</b>	BIOFIN
<b>Lead person: Marisa Coetzee/Wehncke vd Merwe</b>	KNP broader programmes/Greater Kruger Socioeconomic Impact Assessment & Annual Report/Beneficiation Scheme - Administration:
<b>Consultants</b>	Kruger Beneficiation Scheme
<b>Johan Eksteen</b>	MTPA project mandates/FSC
<b>Latani Ramalivhana</b>	
<b>Januario Fernandes</b>	Skukuza Meat Facility Business & Investment Plan
<b>Danie Pienaar</b>	Skukuza Meat Facility Business & Investment Plan
<b>Greg Martindale (service provider) (KZN based - must travel to PTA)</b>	Skukuza Meat Facility Business & Investment Plan
<b>Gareth Coleman</b>	KNP Debt Finance Investigation
<b>Lead Persons: Marie-Tinka Uys &amp; Wehncke vd Merwe</b>	NGO management, Project's mandate, project outcomes/KNP broader programmes, LEDET, MTPA project outcomes/Kruger Beneficiation Scheme - Administration:
<b>Tinyiko Malungani</b>	LEDET project mandates/FSC
<b>Shoni Mphaphuli</b>	LEDET project mandates/FSC
<b>Park Coordinator</b>	Makuleke Contractual National Park
<b>Municipal rep (TBC)</b>	Maruleng Local Municipality
<b>Nick Theron on</b>	Integration and alignment of projects.
<b>Riaan Visagie</b>	METT practitioner
<b>Baluli Community Rep (TBC)</b>	Landscape Partnerships, reserve comanagement

<b>Lead Person: Natalie Hayward</b>	CapeNature project mandates, DCCP & Witzands areas/FSC/Econ Evaluation Study/Gender
<b>Khungeka Beda</b>	DCCP & Witzands areas
<b>Elbie Cloete</b>	CapeNature project mandates, DCCP & Witzands areas/FSC
<b>Tabassum Paleker</b>	Legal matters around declaration & Forest Exit Areas
<b>City of Cape Town</b>	Landscape Partnerships with CN
<b>Mamre community some landowners</b>	Community Property Associations
<b>Ellane van Wyk - WFA (service provider) - Cape Town based</b>	Component 3
<b>Lead Person: Tertius Carinus</b>	Project management/West Coast/Legal support consultancy - Cliffe dekker Hofmeyr
<b>Patricia Bopape</b>	WCNP- Bufferzone, Umoya
<b>Abe Koopman</b>	Richtersveld World Heritage Site Manager
<b>Lead Person: Zimbini Koto &amp; Tabassum Paleker</b>	GIS & Forest Exit Areas
<b>Forest Exit Areas staff</b>	Forest Exit Areas
<b>Lead Person: Kristal Maze</b>	IP mandate, Project governance, GEF 5 sites, Comp 3, New North East Grass Land National Park
	Not interviewed.
<b>Stephen Holness</b>	Project development phase, Component 1, Spatial report
<b>Wayne Erlank</b>	ECPTA METT practitioner
<b>Lead Person: Russel Smart/Tertius Carinus</b>	WCNP & MZCBPE
<b>Park Managers</b>	MZCPE for buffers and value of PE
<b>Maryke Stern</b>	Ecologist, project implementation
<b>Ed Kingwill</b>	Landscape partnership - Chairing the MZCPE
<b>Jaco Loots</b>	ex chairman and current vice chair of MZCPE, project benefits and the issue of sustainability
<b>Paul Merifield</b>	Chairman of MZCPE, project benefits and the issue of sustainability
<b>Lead Malaika/Russel Smart/ Tertius Carinus</b>	ECPTA Project mandates, outcomes
<b>Kganya Moseneke</b>	Mpofu/ Fort Fordyce (Reserve management)
<b>Lead Person: Malaika Koali-Lebona</b>	Governance & project outcomes/Sustainability/Great River Consessioning Framework
<b>Eleanor Van Den Berg-McGregor</b>	ECPTA Project mandates, outcomes
<b>Ayaka Peter</b>	East London Coast Nature Reserve Manager

## 5.7 Annex 7: Rating Scales

### Rating scale used:

Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Sustainability ratings
<p>6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings</p> <p>5 = Satisfactory (S): meets expectations and/or no or minor shortcomings</p> <p>4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings</p> <p>3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings</p> <p>2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings</p> <p>1 = Highly Unsatisfactory (HU): severe shortcomings</p> <p>Unable to Assess (U/A): available information does not allow an assessment</p>	<p>4 = Likely (L): negligible risks to sustainability</p> <p>3 = Moderately Likely (ML): moderate risks to sustainability</p> <p>2 = Moderately Unlikely (MU): significant risks to sustainability</p> <p>1 = Unlikely (U): severe risks to sustainability</p> <p>Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability</p>

## 5.8 Annex 8: TE In-country Mission itinerary and individuals interviewed

Day 1: 24 January 2022

Venue: SANParks Head Office, 643 Leyds Street, Muckleneuk, Pretoria

No.	Names	Organization	Platform	Position	Duration of the interview
1.	Janice Golding	UNDP	Face-to-face	Focal point, project governance	09h30 – 11h30
2.	Aubrey Manamela	UNDP	Face-to-face	Financial Management, HACT & Audits	11h30 – 12h30
	Frederick Shikweni	UNDP		Monitoring & Evaluation support	
	Kgomotso Maditse	UNDP		Financial Management, Project support	
3.	Ngcali Nomtshongwana	SANPARKS	Face-to-face	KNP Beneficiation Scheme projects	12h30 – 13h30
4.	Karl Naude	DFFE	Face-to-face	Director: Protected area planning and management effectiveness	13h30 – 14h30
5.	Howard Hendricks	SANParks	Face-to-face	General Manager: Continuous Improvement Management	14h30 – 15:30
6.	Martha Maila	SANPARKS	Face-to-face	Financial Control Officer, PMU support	15h30 – 16h00
	Dipuo Masenya	SANPARKS		Financial Management, SANParks support	

Day 2: 25 January 2022

Venue: OR Tambo Airport, City Lodge, Kempton Park

1.	Candice Eb	SANPARKS	Face-to-face	Component 3 Financial Sustainability	09:00 – 11:00
Departure to Skukuza					12:00

[KRUGER TO CANYONS \(K2C, LEDET & MTPA\)](#)

Day 2 to Day 6: 25 – 29 January 2022

Date	Location	Activity	Focus	Person	Position	Meeting setup
<b>Day 1: Facilitated by Candice Eb - Unlocking supply chains to support protected area sustainability and community beneficiation</b>						
25-Jan-22	Skukuza	Site visit	Skukuza Meat Facility Business & Investment Plan	Januario Fernandes	Manager, Wildlife Products, KNP	In person 15:00-16:30
25-Jan-22	Kruger National Park	Site visit	Game Drive and discussion: Contextualisation of the Greater Kruger landscape	Tertius Carinus and Wehncke van der Merwe	GEF PA Project lead and KNP Buffer Zone Coordinator	In person 17:00-19:00
<b>Day 2: Facilitated by Candice Eb and Wehncke van der Merwe - KNP broader programmes component 3 work: Greater Kruger Socioeconomic Impact Assessment &amp; Claimants Beneficiation Scheme</b>						
26-Jan-22	Skukuza	Orientation	Contextualisation: Greater Kruger and K2C Node work on GKSDP	Wehncke van der Merwe	Greater Kruger Livelihoods manager	In person - 08:15-09:45
26-Jan-22	Skukuza	Interview	Contextualisation: Greater Kruger and K2C Node work on GKSDP	Dr Kiera Schoeman	Greater Kruger Livelihoods manager	In person & virtual 10:00-11:30
26-Jan-22	Skukuza	Site visit	Visit to two LACOMPSA supported SMMEs in Mpumalanga	Portia Sambo	KNP SMME Dev- guide to site visits	In person 12:00-15:00
27-Jan-22	Skukuza	Interview	CLM Clothing	Creselda Ndlovu	Business Manager	In person 12:30-13:30
28-Jan-22	Skukuza	Interview	Kebo Farm	Abigail Mditluli	Farmer	In person 14:00-14:30
26-Jan-22	Skukuza	Interview	LACOMPSA land claimant beneficiation scheme	Resi Kanju	Director	In person 15:00-16:00
26-Jan-22	Skukuza	Dinner and discussion	The regional integration perspective for Greater Kruger: Greater Kruger Strategic Development Programme and GLTFCA Cooperative Agreement	Dr Marisa Coetzee	SANParks KNP General Manager: Regional Integration	In person 19:00-21:00
<b>Day 3: Facilitated by Wehncke van der Merwe - LEDET and MTPA experiences</b>						
27-Jan-22	Kruger National Park	Site visit	Game Drive and discussion: Contextualisation of the Greater Kruger landscape	Tertius Carinus and Wehncke van der Merwe	GEF PA Project lead and KNP Buffer Zone Coordinator	In person 08:15-12:30
27-Jan-22	K2C Offices	Interview	MTPA project mandate: Lead - Implementation of the GEF PA Programme	Johan Eksteen	MTPA Head of Scientific Services	Virtual 13:00-14:00
27-Jan-22	K2C Offices	Interview	LEDET project mandates: Lead - Implementation of the GEF PA Programme	Shoni Mphaphuli, Eric Ramatsea, Malange, Riaan Visagie	Director: Protected Areas Expansion and Planning and team	Virtual 14:00-15:00
27-Jan-22	K2C Offices	Interview	MTPA experiences: Collaboration on land use planning in KNP Buffer Zone	Dr Mervyn Lotter	MTPA Biodiversity Planner	Virtual 15:00-16:00
<b>Day 4: Facilitated by Wehncke van der Merwe and Marie-Tinka Uys - NGO management, Project's mandate, project outcomes/KNP broader programmes</b>						
28-Jan-22	K2C Offices	Interview	GEF SPA Project Overseeing & management	Tertius Carinus	Manager: Park Planning & Projects	In person 08:15-09:30
28-Jan-22	K2C Offices	Interview	GEF PA Greater Kruger and K2C node: implementation of Component 1 and 2	Wehncke van der Merwe	KNP Buffer Zone Coordinator	In person 10:00-11:30
28-Jan-22	K2C Offices	Interview	Kruger 2 Canyons Biosphere perspective: GEF PA Programme and Sustainability	Nick Theron	K2C Senior Manager: Projects	In person 12:00-13:00
28-Jan-22	K2C Offices	Interview	Maruleng Local Municipality collaboration on the activation of municipal property rates for protected areas	Kedibone Sithole	Senior Valuator: Maruleng Municipality	In person 14:00-15:00
28-Jan-22	K2C Offices	Interview	Makuleke Contractual National Park experience: Development of an inclusive and co-developed management plan	Aubrey Makuleke	Makuleke Contractual National Park Coordinator	In person 15:00-16:00
<b>Day 5: Facilitated by Wehncke van der Merwe - Linking the progress made through the GEF PA Programme to national processes and ensuring sustainability going forward</b>						
29-Jan-22	K2C Offices	Interview	GEF PA and Sustainability in the Greater Kruger landscape: Building the next steps	Roland Vorwerk	Lead: DFFE Wildlife Economy	Virtual
Note: Meeting with Sabi Sands Wildtuin, Timbavati Nature Reserve and Balule Nature Reserve (Part of GLTFCA Cooperative Agreement and open to Kruger National Park) were not able to take place because of time constraints but the consultant was given the option to do these virtually once back in Ecuador						

## CAPENATURE

### Dassenberg Coastal Catchment Partnership (DCCP)

Day 8: 31 January 2022

Venue: Witzands Nature Reserve

Time	AGENDA	Responsible Person
09H00	Welcoming and Introductions	Team Lead: Natalie Hayward
09h30 – 10h00	GEF 5 project overview – DCCP & Forest Exit Areas: Delivery	Khungeka Beda & Zimbini Koto
10h00 – 11h30	Interviews: CapeNature & City of Cape Town	CapeNature: Elbe Cloete, Martin Albertus, Tabassum Paleker, Zimbini Koto, Khungeka Beda, Natalie Hayward City of Cape Town: Jacques van der Merwe
11h35	Packed lunch and depart for field trip	All
11h45 – 14h45	Site visit: Mamre Community Property Association Site visit: Bokbaai Nature Reserve	Edwin Africa Mike Gregor
15h00	Terminal Evaluation Team depart to Langebaan	

## SANPARKS

### West Coast National Park & Richtersveld Coastal

Day 8: 31 January 2022

Venue: South African National Park Office

15h40 – 16h10	Interview: West Coast National Park Manager & Senior Section Ranger & Biodiversity Species Management	Patricia Bopape & Pierre Nel & Quinton Pieterse
16h15 - 17h00	Interview: Richtersveld Coastal Site representative	Oscar Osberg

## CAPENATURE

### Forest Exit Areas

Day 9: 01 February 2022

Venue: Berg River Dam, Paarl.

Time	AGENDA	Lead Person
09H30	Meet at Jonkershoek Office	
10h00 – 13h00	Site visit: Hottentots Holland Forest Exit Areas	Tabassum Paleker / Zimbini Koto
14h00	Terminal Evaluation Team depart to Airport	

#### ATTENDANCE REGISTER FOR 31 Jan and 01 Feb 2022

No.	Surname	Name	Organization	Email Address	31 Jan	1 Feb
1	Africa	Edwin	Mamre CPA		√	
2	Albertus	Martin	CapeNature	malbertus@capenature	√	√
3	Beda	Khungeka	CapeNature	kbeda@capenature.co.za	√	√
4	Cloete	Eliab (Elbe)	CapeNature	ecloete@capenature.co.za	√	√
5	Bopape	Patricia	SANParks		√	
6	Galindo	Jose	Consultant	jose@mentefactura.com	√	√
7	Gregor	Mike	CapeNature		√	
8	Hayward	Natalie	CapeNature	nhayward@capenature.co.za	√	√
9	Koto	Zimbini	CapeNature	zkoto@capenature.co.za	√	√
10	Nel	Pierre	SANParks			√
11	Osberg	Oscar	SANParks	Oscar.osberg.sanparks.org	√	
12	Paleker	Tabassum	CapeNature	tpaleker@capenature.co.za	√	√
13	Pieterse	Quinton	SANParks			√
14	Rapudi	Mothomone	Dept. of			√
15	Thwala	Nompumelelo	SANParks	Nompumelelo.thwala@sanparks.org	√	√
16	Van der Merwe	Jacques	City of Cape Town	Jacques.van der Merwe@capetown.gov.za	√	

#### SANPARKS PARK CONSERVATION PLANNING SERVICES

Day 10: 02 February 2022

Venue: Wilderness Africa Foundation Offices, Gqeberha (Port Elizabeth)

No.	Names	Organization	Platform	Content	Duration of the interview
1.	Kristal Maze	SANPARKS	Face-to-face	Implementing partner, project governance	09h00 - 10h30
2.	Stephen Holness	Consultant (SANParks hire)	Face-to-face	Spatial Achievements in the project, Early project development phase	10h30 - 12h00

#### SANPARKS

Mountain Zebra Camdeboo Protected Environment

Day 10 and Day 11: 02 – 03 February 2022

No.	Names	Organization	Date	Platform	Venue	Time
Site visit to Valley of Desolation (Tertius Carinus, Russell Smart & José Galindo)						16h00 – 17:00
1.	Bronwyn Botha (Former Buffer Coordinator)	Formerly SANPARKS	02/02/2022	Face-to-face	MZCPE (Karoo Park Guest House)	17h30 – 19h00
2.	Paul Merifield (MZCPE Chairperson)	MZCPE Land Owners Association	03/02/2022	Face-to-face	MZCPE (Karoo Park Guest House)	08h00 – 09h30
	Geoff Kroon (MZCPE Treasurer)	MZCPE Land Owners Association				

### EASTERN CAPENATURE PARKS & TOURISM AGENCY (ECPTA)

**Day 11 and 12: 03 – 04 February 2022**

**Venue: Mpofu Ford Fordyce NR, ECPTA Head Office - East London and East London Coast NR**

No.	Names	Organization	Date	Platform	Venue	Duration of the interview
1.	Kganya Moseneke (Reserve Manager)	ECPTA	03/02/2022	Face-to-face	Mpofu Ford Fordyce NR	14h00 – 15h30
Driving to East London, to start again the next day.						
Site visit to East London Coast NR -Seavale and Christmas Rock NR (Tertius Carinus, Malaika Koali-Leona)						09h30 -12h00
2.	M. Koali-Lebona Programme Manager)	ECPTA	04/02/2022	Face-to-face	East London Coast NR - Seavale and Christmas Rock NR	9h30 -12h00
Driving back to the ECPTA, East London, Head Office.						
3.	E. Van den Berg MacGregor (Executive Director)	ECPTA	04/02/2022	Face-to-face	Head Office – East London	14h00 – 15h00
4.	Nicky McLeod (Director)	Environmental Rural Solutions	04/02/2022	Virtually (M Teams)	Maloti Thaba Tsa Metsi PE	15h00 – 16h00
5.	Robert Mnika (Community member & Municipal official)	Alfred Nzo District Municipality	04/02/2022	Telephonically	Maloti Thaba Tsa Metsi PE	16h00 – 16h35

**Day 13: 05 February 2022**

End of Site visits, departure to East London Airport enroute to OR Tambo City Lodge, Kempton Park	11:00
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## 5.9 Annex 9: Mission Photographic Record





## 5.10 Annex 10: Evaluation consultant code of conduct agreement form

### Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

### Evaluation Consultant Agreement Form

#### Agreement to abide by the Code of Conduct for Evaluation in the UN System

**Name of Consultant:** José Fernando Galindo Zapata

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Quito Ecuador on 07/03/2022



**5.11 Annex 11: TE Report Clearance Form**

**Terminal Evaluation Report for “Management Effectiveness of the Protected Area Network, South Africa” (UNDP PIMS ID: 4943)**

**Reviewed and Cleared By:**

**Commissioning Unit (M&E Focal Point)**

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Regional Technical Advisor (Nature, Climate and Energy)**

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_