



## **Terminal Evaluation of “Securing multiple ecosystems benefit through SLM in the productive but degraded landscape of South Africa” Project**

**Atlas Award ID: 00088758**

**GEF ID: 5327**

**Project ID: 00095288**

**PIMS: 5054**

**GEF Agency: United Nations Development Programme (UNDP)**

**Executing Partner: Department of Forest, Fisheries and the Environment (DFFE)**

**GEF Focal Area: Land Degradation**

**Region: Africa**

### **Terminal Evaluation Report**

**July, 2022**



**Dr. Arun Rijal (Independent International Consultant)**

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**Region: Africa**

**GEF Strategic Program: Land Degradation**

**Project Period: March 2017- April 2022**

**TE timeframe: 21 April - 31 July 2022**

**Evaluation Team**

**Dr. Arun Rijal, (Independent International Consultant)**

**Terminal Evaluation Report**  
**July, 2022**

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I am very thankful to Resident Representative and Deputy Residence Representative of UNDP for contributing in commissioning and leading the evaluation of the SLM project. I would also like to thank Ms. Thizwilondi Rambau, Focal Point and Chair of the Project Steering Committee (PSC) DFFE, Dr. Janice Golding, Programme Manager, UNDP, Mr. Klaas Mampholo, Co-chair of the Project Steering Committee (DALRRD), Mr. Frederick Shikweni, M&E Focal Point, UNDP, Ms. Kgomotso Maditse, Programme Associate, UNDP and Mr. Sangsun Kwon, M&E Associate, UNDP. The PMU helped in coordination and arranging the meetings and field visits. I appreciate support and information from Mr. Lehman Lindeque and Ms. Kyra Lunderstedt from the PMU. I am also thankful to other Officers from the Department of Fisheries, Forestry and the Environment for taking time to share information related to the project. Thanks also goes to consultants who were available to share their role and experience with the project. I would like to thank the Project Team and the Teams from the Implementing Partners and Responsible Parties at all project sites. I like to thank all who provided constructive comments/suggestions in the draft report.

I tried to present views expressed by stakeholders, findings from documents review and field observations properly. I have tried to balance my understanding to offer fair perspectives of what was observed and learned from people far more knowledgeable about the Project and its contexts.

It was a great experience to observe efforts made by so many people from the three landscapes to bring highly degraded landscape to productive form through various approaches for restoring the local ecosystem on which livelihood of the rural communities depends. I would like to thank them and wish them every success in their continuing endeavours.

Arun Rijal, Ph.D.  
International Consultant  
Nepal

12<sup>th</sup> July 2022

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## Acronyms and Terms

APIS	Alien Plant Invasive Species
ARC	Agriculture Research Council
AWP	Annual Work Plan
CBO	Community Based Organisation
COVID-19	Coronavirus disease of 2019
CPAP	Country Program Action Plan
CSIR	Council for Scientific and Industrial Research
CTA	Chief Technical Advisor
DALRRD	Department of Agriculture, Land Reform, and Rural Development
DFFE	Department of Fisheries, Forestry and the Environment
DNA	Designated National Authority
DRDAR	Department of Rural Development and Agrarian Reform
DWS	Department of Water Sanitation
EWT	Endangered Wildlife Trust
GDP	Gross Domestic Product
GEF	Global Environment Facility
GIS	Geographical Information System
GoSA	Government of South Africa
Ha	Hectare
INGO	International Non-governmental Organization
LDC	Least Developed Countries
LDN	Land Degradation Neutrality
LRP	Land Rehabilitation Practice
LVG	Low Value Grant
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
M&E	Monitoring and Evaluation
MRV	Measuring, Reporting and Verification
MTSF	Medium Term Strategic Framework
MTR	Mid-term Review
NBSAP	National Biodiversity Strategic Action Plan
NCCRS	National Climate Change Response Strategy
NDP	National Development Plan
NAP	National Action Plan
NGO	Non-Government Organisation
NIM	National Implementation Model
NPFE	National Portfolio Formulation Exercise
NSBA	National Spatial Biodiversity Assessment
PSC	Project Steering Committee
PIF	Project Identification Form
PIR	Project Implementation Review
PM	Project Manager
PMERL	Participatory Monitoring Evaluation Reflection and Learning
PMU	Project Management Unit

PPG	Project Preparation Grant
RF	Result Framework
ProDoc	Project Document
RTA	Regional Technical Advisor
RU	Rhodes Universtiy
SANBI	South African National Biodiversity Institue
SCA	Sustianble Climate Adaptation
SGP	Small Grant Programme
SLM	Sustainable Land Management
SMART	Specific, Measurable, Achievable, Relevant, Time-bound.
TE	Terminal Evaluation
TEC	Terminal Evaluation Consultant
ToC	Theory of Change
ToR	Terms of Reference
UNCCD	United Nations Convention to Combat Desertification
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDP CO	UNDP Country Office
UNDP HQ	UNDP Head Quarters
UNFCCC	United Nations Framework Convention on Climate Change
UNEG	United Nations Evaluation Group
USAID	U.S. Agency for International Development
WFA	Wilderness Foundaiton Africa
WOCAT	World Overview of Conservation Approach and Technology
WWFSA	World Wildlife Fund, South Africa

Currency of South Africa is the Rand. At the time of the final evaluation, 1US\$ = 16.04 Rand



# 1. Executive Summary

1. This Terminal Evaluation (TE) has been conducted as part of the Monitoring and Evaluation plan of the UNDP/GEF Project: “Terminal Evaluation of “Securing multiple ecosystems benefit through SLM in the productive but degraded landscapes of South Africa” Project”, and will be referred to as the “Project” in the scope of this report. The International Consultant interviewed stakeholders in person face to face and also by virtual means and made field missions to witness performances on the ground. Extensive consultations with the project partners were conducted prior and following the site visits by the consultant and virtual interviews to ensure a good understanding of the project’s results; leading to the submission of the TE report on the date of this report.

## Project Summary Table

2. As per requirements for TE, the Project Summary Table is provided below:

<b>Project Title</b>	Securing multiple ecosystems benefit through SLM in the productive but degraded landscapes of South Africa”		
UNDP Project ID (PIMS #):	5054	PIF Approval Date:	April 23, 2013
GEF Project ID (PMIS #):	5327	CEO Endorsement Date:	July 1, 2015
ATLAS Business Unit, Award # Proj.ID:	BU: ZAF10 Award: 00088758 Project: 00095288	Project Document (ProDoc) Signature Date (date project began):	April 22, 2017
Country(ies):	South Africa	Date project manager hired:	July 6, 2016
Region:	Africa	Inception Workshop date:	July 22, 2017
Focal Area:	Land degradation	Midterm Review completion date:	March 29, 2020
GEF Focal Area Strategic Objective:	LD3 - Reduce pressures on natural resources by managing competing land uses in broader landscapes	Planned planed closing date:	April 22, 2022
Trust Fund [indicate GEF TF, LDCF, SCCF, NPIF]:	GEF Trust Fund	If revised, proposed op. closing date:	
Executing Agency/ Implementing Partner:	Department of, Forestry, Fisheries and the Environment (DFFE)		
Other execution partners:	Department of Agriculture, Land Reform and Rural Development (DALRRD); Endangered Wildlife Trust (EWT); Rhodes University (RU); Council for Scientific and Industrial Research (CSIR); Agricultural Research Council (ARC)		
<b>Project Financing</b>	<i>at CEO endorsement (US\$)</i>	<i>at Terminal Evaluation (US\$)</i>	
[1] GEF financing:	4,237,900.00	4,237,900	
[2] UNDP contribution:	1,000,000.00	Not available at stage of TE	
[3] Government:	38,729,082.18	163,334	
[4] Rhodes University	1,115,251.28	376,687	
[5] Endangered Wildlife Trust	332,000.00	256,488.00	
[6] Total co-financing [2+3+4+5]:	41,176,333.46	796,509	
PROJECT TOTAL COSTS [1+6]	45,414,233.46	5,034,409	



### **Brief Description of Project**

3. South Africa has 60.14 million population in total land area of 1.2 million km<sup>2</sup>. Unsustainable land use is a major reason of land degradation that has affected negatively on ecosystem goods and services. Over 80% of land area is used for agriculture and approximately 6 million households depend upon agriculture for their livelihoods and subsistence. But this sector only contributes to 2.5% of GDP. Livestock herding is the dominant rural land use and grazing occurs on more than 650,000 km<sup>2</sup> of this country. South Africa represents 2% of the world's surface area but it has 6.7% of world's vascular plant species, 5.3% of the world's mammals, and 6.6% of the world's birds. National Spatial Biodiversity Assessment (NSBA) conducted in 2004 determined that of the 458 ecosystems, nearly a quarter of the terrestrial ecosystems are threatened resulting in negative impact on ecosystem services (NBA 2018<sup>1</sup>) that increased vulnerability of the households that dependent on them. Few of the natural resources are used based on scientific evidence and appropriate protocols but many are not managed properly nor within the carrying capacity and unsustainable use has resulted in land degradation. The substantial areas of biodiversity importance overlap with high agriculture potentials. Hence, there is also conflict between importance of land management for conservation of important biodiversity and agriculture uses of land. The planning and decision-making have no provision of considering climate change and biodiversity conservation. The effects of climate change and unsustainable land use practices resulted into loss, fragmentation and degradation of natural habitats and ecosystems. Hence it is important to address land degradation for preservation of ecosystem services and livelihood of the local communities who are highly dependent upon these natural resources.
4. There are two primary barriers that hinder attaining the long-term preferred solutions. Firstly, under the existing scenario, the relevant authorities and stakeholders do not have coordinated access to the knowledge and information required to make evidence-based decisions. Secondly, South Africa lacks an integrated and coherent framework to support the identification and strategic implementation of SLM initiatives.
5. The objective of the GEF project “Securing multiple ecosystems benefit through SLM in the productive but degraded landscapes of South Africa” was to contribute to overcoming the above mentioned barriers through strengthening institutional and technical capacities of government institutions to plan for and implement adaptation using an ecosystem management approach. Specifically, the project was meant to i) improve natural resources management by making local communities and land users responsible for the implementation of climate-smart land/ecosystem rehabilitation and management measure; ii) increase technical capacity and management of land degradation risks and uncertainties; iii) create enabling environment and facilitate access to the carbon market as an incentive for the adoption of SLM; and iv) develop financial and governance frameworks.
6. The project “Securing multiple ecosystems benefit through SLM in the productive but degraded landscapes of South Africa” is a full-sized project implemented by Government of South Africa in partnership with United Nations Development Programme (UNDP) funded by the Global Environment Facility (GEF). The objective of the project was “To strengthen the enabling environment for the adoption of knowledge-based SLM models for land management and land/ecosystem rehabilitation in support of the green economy and resilient livelihoods through capacity building, improved governance and financial incentives demonstrated in the Karoo, Eastern Cape and Olifants landscapes.” This was delivered through four main outcomes:

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<sup>1</sup> SANBI 2019. National Biodiversity Assessment 2018: The status of South Africa's ecosystems and biodiversity, Synthesis Report.

**Outcome 1:** Economically viable, climate-smart land/ecosystem rehabilitation and management practices operationalised across 167,300 hectares of the Karoo, Eastern Cape and Olifants landscapes (with potential for up scaling to cover 417,132 hectares);

**Outcome 2:** Increased knowledge and institutional capacity of DFFE, DALRRD, DWS, relevant departments and local communities to reduce degradation from livestock and crop production and to restore currently degraded lands through the application of knowledge-based land management practices;

**Outcome 3:** Enabling environment for promoting rehabilitation of degraded land through carbon sequestration (including accessing and capitalising on carbon markets and the preparation of Measuring, Reporting and Verification (MRV) documentation) in the Eastern Cape strengthened; and

**Outcome 4:** Financing and governance frameworks strengthened to support the adoption of SLM approaches

7. The project is implemented in the Karoo, Eastern Cape and Olifants landscapes in South Africa. This project started in June 2017 and ended in April 2022. It is implemented through the National Implementation Modality (NIM) by the Department of Forestry, Fisheries and the Environment (DFFE) of Government of South Africa. The other partners of the project include DALRRD, Rhodes University, CSIR and EWT.
8. The Project Document was approved by GEF in April 22, 2013, CEO endorsement on July 1, 2015 and jointly signed by the Government of South Africa and the UNDP on 22 April 2017 for the duration of five years. The Project was executed by the Government of South Africa's Department of Forestry, Fisheries and the Environment in partnership with the Department of Agriculture, Land Reform and Rural Development through a Project Management Unit (PMU) with support from the UNDP Country Office (UNDP CO) in close coordination with various other institutions and local communities. The UNDP, as the implementing agency, was responsible for the completion of all activities including procurement, recruitment, monitoring, and financial management. The Project has been executed in accordance with the standard rules and procedures of the UNDP NIM Modality. The Project budget was US\$ 45,414,233.46 of which US\$ 4,237,900 was the GEF Grant and US\$1,000,000 was provided by the UNDP CO in-kind. The remaining financing was expected from the Government of South Africa to the value of US\$ 38,729,082.18, Rhode University US\$ 1,115,251.28 and Endangered Wildlife Trust US\$ 332,000 as in-kind contributions.
9. **KEY PROBLEM AREAS**
  - Unsustainable land use is a major reason of land degradation that has affected negatively on ecosystem goods and services.
  - Many of the natural resources are neither managed properly nor within the carrying capacity and unsustainable use has resulted in land degradation.
  - A substantial area of the land of biodiversity importance overlaps with high agriculture potentials. Hence, there is also conflict between importance of land management for conservation of important

biodiversity and agriculture uses of land and non-agricultural or alternative land uses like hosing and sand mining.

- The planning and decision-making has no provision of considering climate change and biodiversity conservation. The effects of climate change and unsustainable land use practices resulted into loss, fragmentation and degradation of natural habitats and ecosystems. Hence it is important to address land degradation for preservation of ecosystem services and livelihood of the local communities who are highly dependent upon these natural resources.
- At the time of project development, two primary barriers were identified that hinders attaining the long-term preferred solution. Firstly, under the existing scenario, the relevant authorities and stakeholders do not have coordinated access to the knowledge and information required to make evidence-based decisions. Secondly, South Africa lacks an integrated and coherent framework to support the identification and strategic implementation of SLM initiatives. But during the project implementation, it was realised that the problem is not much related to information but a lack of agency on the side of land users, local authorities, traditional leaders and governance structures both at provincial and national levels. In addition, the lack of law enforcement and strategies to implement policies related to SLM was also issue.

#### 10. **KEY SUCCESSES**

- SLM activities implemented in 34,280ha. SLM activities planned to initiate in additional 73,000ha (partly initiated).
- Trainings were conducted for government officials on land rehabilitation, evidence-based planning, climate change risks management etc.
- Trainings were conducted for community members on permaculture, integrated farm planning, first aid, rangeland management, erosion control, sheep farming, book keeping, fodder production, livelihood and gender equity etc.
- Draft methodology for carbon assessment completed (waiting for government approval and endorsement).
- Baseline assessment of carbon stock completed in 1000ha (for carbon offset claim but verification was not completed).
- Farm plan for two communal farm completed (in Bavianskloof).
- 994ha of degraded Spekboom veld was rehabilitated through different SLM measures (ponding, low cost soil conservation, exclusion plots and fencing)
- Thicket restoration plan has been developed for 1000ha of degraded Spekboomveld. Planning protocols for Spekboom planting and water management plan for the fountains of Sewefontein, distribution, use and conservation of the water source by 4 different properties.
- Comprehensive analysis of SLM options, including financial modelling, investigation of market opportunities, cost-benefits analysis and a public expenditure review undertaken.
- Strategy document related to SLM Financing Strategy completed and two round of inputs from stakeholders and experts review team completed.
- A national platform for SLM finance and land/ecosystem rehabilitation in place for national dialogue on the role of SLM in the green economy to support the National Coordinating Body for UNCCD to engage more strategically in SLM, financing land/ecosystem rehabilitation debate. Agriculture and SLM are fully onboard with Sustainable Landscape Finance Coalition with an incubator with various representatives from government, private sector and potential funders to secure funding for cross-sectoral extension support.

- Sustainable Land Management progress calculator developed and presented at the 15<sup>th</sup> session of the Conference of the Parties to the United Nations Convention to Combat Desertification (UNCCD COP15).

### Rating Table

11. As per UNDP and GEF's requirements for TE, the Terminal Evaluation Rating Table as derived through the TE process for this project is provided below:

1. Monitoring and Evaluation	Rating	2. IA& EA Execution	Rating
M&E design at entry	MS	Quality of UNDP supervision/backstopping	MS
M&E Plan Implementation	MS	Quality of Execution by Executing agency	MS
Overall quality of M&E	MS	Overall quality of Implementation / Execution	MS
3. Assessment of Outcomes	Rating	4. Sustainability	Rating
Relevance	S	Financial resources	ML
Effectiveness	MS	Socio-political	ML
Efficiency	MU	Institutional framework and governance	MU
Likelihood of Impact	MS	Environmental	ML
Overall Project Outcome Rating	MS	Overall likelihood of sustainability	MU
		Stakeholder participation	MS

**Note:** S-Satisfactory, MS-Moderately Satisfactory.MU- Moderately Unsatisfactory, ML-Moderately Likely, MU-Moderately Unlikely. Justification of rating is given in Annex VI.

### 12. Summary Conclusion

The project was able to accomplish some of the targeted activities. A follow up and support from the implementing and executing agencies is needed to complete unachieved activities. To address the land management problems, the project intervened in three landscapes and implemented activities like rangeland rehabilitation, bush clearing and packing, control of alien plants, low-cost soil erosion control measures, rainwater harvesting, vegetable gardening, tree plantation, rotational grazing, establishment of fodder crops, nurseries establishment, awareness trainings etc. The project was able to make only few improvement (Karoo 20%, Olifants 12%, Baviaanskloof 20% and in Machubeni program initiated late not so much impacts were observed) in land rehabilitation. The project developed 2 policy briefs on SLM in commonages and multi-actor collaborations. The project was not able to receive committed amount from the co-financers. Rhodes University was working as a service provider instead of co-financer. Government and EWT made some in-kind co-financing to the project implementation. The communication and coordination between implementing and executing agencies was not cordial which has affected project implementation.

13. The project completed SLM activities in 34,280ha in three landscapes. Additional 73,000ha is planned (starting soon) and in some of them initial SLM activities already started. The project also conducted baseline studies and initiated preparation for carbon claims. The project had established a national platform on SLM, finance and land/ecosystem rehabilitation for national dialogue on the role of SLM in the green economy to support National Coordinating Body for UNCCD to engage more strategically in these areas. Agriculture and SLM is fully on-board with Sustainable Land Finance Coalition with an Incubator with various representatives from government, private sector and potential funders to secure funding for Cross-sectoral extension support. For knowledge management, the project conducted events from national to rural municipalities to showcase project's success stories. The project had planned to document lessons learned and will start very soon. Similarly, to reach a large audience, the information generated by the project was uploaded in websites of the implementing Department, UNDP and of implementing partners.
14. The service providers like Living Lands, EWT and WWF SA who had on the ground presence with permanent setup so they were able to provide continuous support to the project implementation and also monitoring. But institutions like Rhodes University and CSIR didn't have field based setup so they had to travel long distances which had not only increased implementation costs but also made monitoring weak for quick feedback. The restriction due to COVID-19 pandemic situation has also affected project implementation for some time in 2020 and also in 2021 (after Omicrone detection). Due to slow implementation and weak management situation of the Rhodes University Project team, PMU took over some of the activities of Rhodes University under Outcome 3 and 4 and either managed it directly or it was given to a consultant (outcome 4) which helped to complete activities under these outcomes.
15. To make the outcomes and interventions sustainable, the project formed community groups to manage rangelands and for Machubeni convinced government to provide some support for fencing rangelands. Community groups are trained in rangeland management and other livelihood strategies and climate smart landuse practices. It is learned that through the African Forest Restoration Initiative (AFR100) and also GEF-7, DFFE and DALRRD are considering to upscale lessons from this project. Selection of institutions which was not based in the project landscape increased cost and limitation of an academic institution in implementing development programs affected project in many ways and these need to be considered in future interventions. The lessons on shortcomings in project implementation, partner selection, failure and successful land rehabilitation under GEF-5 SLM project will be very useful for upscaling with support from AFR100 and GEF-7. The exit strategy for the GEF-5 SLM project was not developed by the time of terminal evaluation.

#### 16. Recommendations

Rec.No.	TE Recommendation	Entity Responsible	Time frame
1	Exit strategy should be developed to assure sustainability of the project outcomes.	DFFE/UN DP	Immediately, so that it will complete before official closure of the project (i.e. within 3 months.
2	There are several activities not completed yet. Several accomplished activities are below the target (e.g. rehabilitation of rangelands and also quality of certain results are not satisfactorily achieved. Hence, recommended to follow up to complete the targets and also address the gaps in design of the rangeland rehabilitation and soil protection	DFFE, Rhodes University and CSIR	From July 2022.

	measures to improve quality. Some of these activities could be designed and to implement in the new GEF-7 project.		
<b>3</b>	Gender leadership building training should be conducted to develop women leadership in sustainable land management and decision-making.	DFFE	Immediately i.e. from July 2022 and before end of August
<b>4</b>	Locally based institutions, the private sector and NGOs should be included in implementation of future project activities because they have knowledge of the local contexts which will help with implementation and regular monitoring. Also they gained experience from this project and have capacity to continue support such activities. They could also continue monitoring and technical support beyond the project life.	DFFE	Future Projects.

## 17. **Lessons Learned**

- Lack of knowledge among communities, has been seen as a drawback in many SLM project sites, which limits them from taking initiation. Similarly, lack of knowledge and poor economy force them to adopt unsustainable land use practices like over grazing. The poor governance at different levels resulted in poor service delivery, poor law enforcement lack of ownership and environmental conservation or SLM not getting high priority in the government agenda, further worsen the situation.
- Choosing locally based implementing partners has many benefits. The knowledge they have of local ecosystem and rapport they have with the local communities helped to implement programme smoothly
- Project Management Unit (PMU) was based in UNDP building. This has created communication gaps and added to the communication/coordination problem of PMU with implementing agency. If PMU was based in the building of the implementing agency then that could create situation where each other see or meet frequently and have regular communication. That will help to maintain close communication and coordination. That will also help to resolve issues immediately and programme implementation will not suffer. Besides, lack of clarity on roles and responsibilities, reporting lines between PMU, DFFE and UNDP make it worse. Ineffective and unresponsive PSC fail to play a vital role in addressing such problems and bring project on the track.

More on Recommendations and Lessons Learned are given on pages 49-51.



## **2. Introduction**

### **2.1 Purpose of the Evaluation**

18. As per UNDP's guidance for initiating and implementing terminal evaluations of UNDP supported projects that have received grant financing from the GEF, this Terminal Evaluation (TE) has the following purposes:
- To promote accountability and transparency, and to assess and disclose the extent of project accomplishments.
  - To synthesize lessons that can help to improve the selection, design and implementation of future UNDP-supported GEF-financed initiatives; and to improve the sustainability of benefits and aid in overall enhancement of UNDP programming;
  - To analyse the sustainability of the results of the project.
  - To provide feedback on issues that are recurrent across the UNDP portfolio and need attention and on improvements regarding previously identified issues.
  - To assess and document project results, and the contribution of these results towards achieving GEF strategic objectives aimed at global environmental benefits.
  - To gauge the extent of project convergence with other priorities within the UNDP country programme including poverty alleviation; strengthening resilience to the impact of climate change, reducing disaster risk and vulnerability, as well as cross-cutting issues such as gender equality, empowering women and supporting human rights.
19. This is designed to enhance compliance with both UNDP and GEF evaluation policies and procedural requirements, which are consistent and mutually reinforcing, and use common standards. It also responds to GEF requirements to ensure that the Terminal Evaluations of GEF-financed projects should include ratings of the project's relevance, effectiveness, efficiency, monitoring and evaluation implementation as well as the sustainability of results (outputs and outcomes).
20. By adopting "UNDP's guidance for Conducting Terminal Evaluations of UNDP-Supported GEF-Financed Projects", this Terminal Evaluation responds to both the UNDP and GEF requirements for Terminal Evaluations.

### **2.2 Scope & Methodology**

21. This Terminal Evaluation (TE) was carried out by the independent consultant and was initiated by UNDP South Africa as the GEF Implementation Agency Commissioning Unit for the "Securing multiple ecosystems benefit through SLM in the productive but degraded landscapes of South Africa" project to measure the effectiveness and efficiency of project activities in relation to the stated purpose, and to collate lessons learned.
22. The TE was conducted over a period of 35 days between 21<sup>st</sup> April 2022 and 15<sup>th</sup> July 2022 by an international consultant. The scope was determined by the terms of reference (Annex I) which were closely followed. Full details of the objectives of the TE can be found in the ToR, but the evaluation has concentrated on assessing the concept and design of the project; its implementation in terms of quality and timeliness of inputs, financial planning, and monitoring and evaluation; the efficiency and effectiveness of activities carried out and the objectives and outcomes achieved, the likely sustainability of its results, and the involvement of stakeholders. After review of the draft report, the text were revised to correct factual inaccuracies in the draft or to include additional information. All comments will be addressed to ensure a fair hearing to all parties and responses to comments will be listed in Audit Trail (Annex XIII).



## Approach

23. The TE is an independent review and the consultant, wherever possible, evaluated issues according to the criteria listed in the UNDP-GEF Guidelines for Conducting Terminal Evaluation of UNDP-supported, GEF-financed projects 2020. The evaluation was conducted following a participatory approach to provide it with sufficient evidence upon which to base conclusions:

Relevance – the extent to which the activity is suited to local and national development priorities and organisational policies, including changes over time, as well as the extent to which the project is in line with the GEF Operational Programmes or the strategic priorities under which the project was funded.

Effectiveness – the extent to which an objective has been achieved or how likely it is to be achieved.

Efficiency – the extent to which results have been delivered with the least costly resources possible.

Results – the positive and negative, and foreseen and unforeseen, changes to and effects produced by a development intervention. In GEF terms, results include direct project outputs, short-to medium term outcomes, and longer-term impact including global environmental benefits, replication effects and other, local effects.

Sustainability – the likely ability of an intervention to continue to deliver benefits for an extended period of time after completion. Projects need to be environmentally as well as financially and socially sustainable.

24. The original result framework in the Project Document was reviewed during the inception workshop in 2-3 March 2017 but no change was made. This result framework, comprising four Outcomes and 18 Outputs, has been used throughout as the basis for this evaluation (see Annex VI), and the TE has evaluated the project's performance against these according to the current evaluation criteria provided to it by the UNDP. The project results were measured against achievement of indicators guided by evaluation questions (Annex VII).
25. In addition, other scales have been used to cover sustainability (Annex -VIIIii), monitoring and evaluation, and to assess impacts. The rating scale is given in Annex VIII- iii while Annex VIII-iv shows how the two letter ratings for “achievement of outcomes” and “progress towards intermediate states” translate into ratings for the “overall likelihood of impact achievement” on a six-point scale. A rating is given a ‘+’ notation if there is evidence of impacts accruing within the life of the project which moves the double letter rating up one space in the six-point scale.
26. The results of the evaluation were conveyed to UNDP and other stakeholders. **Lessons learned** have been placed and further explained in pages 45-46.

## METHODOLOGY

27. The Terminal Evaluation commenced on the 21<sup>st</sup> April 2022 with the signing of the contracts. Virtual inception workshop was organised to reach consensus on the evaluation methods and also tentative timeframe. The international consultant conducted a field mission from 7th June to 18th June 2022. UNDP through PMU coordinated the field mission and supported by M&E section of UNDP.
28. The Evaluation was evidence-based wherever possible and was conducted through the following participatory approach:
- A thorough review of project documents and other relevant texts, including all relevant sources of information including documents prepared during the preparation phase (i.e. baseline funding proposal submitted to the GEF, the Project Document, project proposal, project reports including Mid-term report, Annual Performance Reports (PIR), Quarterly Progress Reports, UNDP Environment & Social Safeguard

Policy, project budget revisions, national strategic and legal documents, UNSDCF, CPD, government's NDP, tracking tools and any other materials that the team considers useful for this evidence-based review).

- Extensive face-to-face interviews with the UNDP program Manager Dr. Janice Golding, M&E Focal Point Mr Frederick Mbundzuka Shikweni and Mr Sangsun Kwon, UNDP, Ms. Thizwilondi Rambau, Focal Points in DFFE, Project manager Mr. Lehman Lindeque, project management and technical support staffs from CSIR and EWT, RU, RTA, including Project assistant Ms Kyra Lunderstedt and beneficiaries. Throughout the evaluation, particular attention was paid to explaining carefully the importance of listening to stakeholders' views and in reassuring staff and stakeholders that the purpose of the evaluation was not to judge performance in order to apportion credit or blame but to measure the relative success of implementation and to determine learnt lessons for the wider GEF context. The confidentiality of all interviews was stressed and was paramount. Wherever quotes from interviews are used in the final report, they will be unattributed to an individual unless they wish otherwise. Wherever possible, and within time constraints, information collected was cross-checked between various sources to ascertain its veracity.

- Face-to-face interviews with local stakeholders (as far as possible), Designated National Authority (DNA) for climate change, team from Project Management Unit (PMU), task team/component leaders, key experts and consultant in the subject area, project steering committee, government staff, community councils, community members, UNDP CO, other NGOs and the beneficiaries. The interview also included female member of the beneficiary families and also from agencies and that helped to understand subject from gender perspectives.

- Interviews were not conducted using structured questions but were unstructured and the questioned outlined in Annex VII will be guidelines for evaluator for interview. Interviews was carried out in a conversational manner, largely focussed on key points, thereby allowing the evaluator to pick up on certain issues and draw vital information out from what often starts as a seeming "throw-away" answer to a question. Long experience has proved the efficacy of this method. Preparation was not required by the interviewee and there are no "right" or "wrong" answers. It is people's experiences, insights, reflections, and suggestions with or on the project that are important. An opportunity was given by all interviewees to ask questions to the consultant so that the conversation was two-way in nature. The evaluation made target of interviewing at least 20% of stakeholders depending on the availability of the stakeholders and also available time to reach them.

29. TE reviewed progress towards results. This was assessed based on data provided, amongst others, in the project document, project work plan as well as results verified during the TE mission.

**2.3 Ethics:** The evaluation was conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) "Ethical Guidelines for Evaluations". The assessments were independent, impartial and rigorous, and the evaluators maintained personal and professional integrity.

## **2.4 Data Collection & Analysis**

30. The data collection was not based on any sampling methods but through secondary information, site observation and interaction with stakeholders of various levels. The sample size was not predetermined but effort was made to reach as much as sites and persons as possible in available time. The project document was reviewed to generate information on project design. Similarly, the inception workshop report was analysed to

see if any changes was made in outcome, outputs, activities indicators. To analyse the achievement or performance against planned activities, the project work plans were evaluated and complemented by primary data-collection. The financial documents and spread sheets were analysed to study the expenses against the provisioned budget for each components. Information on the accomplishment of activities and monitoring and feedback mechanisms were analysed from PIRs and the review of Steering Committee decisions. The findings were verified and triangulated through interviews at different levels viz. national & site levels. Management and M&E budget provisioned in the project documents were compared with the actual expenses on these headings to assess efficiency and cost effectiveness. The co-financing provisioned in the ProDoc (also in agreement documents) and actual co-financing available was compared to see if the committed amount of cash or in-kind contributions were available to the project or not. The evaluation also analyzed how contextual dynamics and factors have contributed or hindered the achievement of the project results. UNDP gender mainstreaming and gender equity policies were used to compare the achievements from gender perspectives, particularly Objective: i) Equal decision-making; ii) Equal access to productive resources; iii) Equal access to goods and services for economic development; iv) Reduction of women's work burden. To assess the capacity development through trainings, the post training evaluation report scores were analysed to see change in knowledge. The information generated from these various sources were confirmed through the interviews (both face-to-face and virtually) with the stakeholders. Consultant visited all project landscapes (but not every activities sites and stakeholders) and interacted with different levels of stakeholders. Those who didn't prefer face-to-face interview were interviewed virtually. Together with analysing the outputs, the expected outcomes of various activities were also analysed and impacts were observed and discussed with the beneficiaries.

## **2.5 Limitations**

32. Due to language barrier, International Consultant could not interview directly with some of the villagers. Due to preference of the stakeholders, some of the interviews could not be conducted face to face but conducted through virtual means. Due to limited time, consultant could not visit all sites and interact with every stakeholders or beneficiaries. Financial analysis was limited due to limited data available. The PIR didn't have cumulated results so it was difficult to analyse every small activities in depth.

## **2.6 Structure of the Evaluation Report**

33. The TE report is structured in line with UNDP's guidance and covers the following Sections:
  - Project description and development context (this includes project design, its rationale and development context, the problems the project sought to address, the objectives, establishment of baseline data, key stakeholders and expected results)
  - Findings (Results of implementation and comparison with the targets as set)
    - Project Design / Formulation
    - Project Implementation
    - Project Results
  - Conclusions, Recommendations & Lessons
  - Annexes.

### **3. Project Description and Development Context**

#### **3.1 Project Start and Duration**

34. The Project Identification Form (PIF) was approved in April 23, 2013 and the CEO Endorsement date was July 2015. The Project Document was signed on 22 April 2017 for the duration of five years. However, in the first year only a few activities were initiated because project implementation was delayed due to delay in recruitment of staff. The project activities were officially launched in July 2017, immediately after the Inception Workshop. The project was planned to end in April 2022. A Mid-term Evaluation was conducted on 29 March 2020. Terminal evaluation was conducted between 21 April 2022 and 15 July 2021. The Project budget was US\$ 45,414,233.46 of which US\$ 4,237,900 was the GEF Grant and US\$1,000,000 was provided by the UNDP CO in kind. The remaining financing was expected from the Government of South Africa (US\$38,729,082.18), Rhodes University (US\$1,115,251.28) and Endangered Wildlife Trust (US\$332,000) as in-kind contributions.

#### **3.2 DEVELOPMENT CONTEXT**

35. Agriculture dominates South Africa's land use (over 80%) and livestock herding is the dominant rural land use. It is estimated that about 1.5 million hectares of land in South Africa are degraded and the primary cause of degradation are inappropriate land management practices related to agriculture. Degradation of the productive landscapes has resulted into the loss of ecosystem services, declines in water quality and quantity, loss of biodiversity and agricultural productivity.

Land degradation due to modification and loss of habitat coupled with pressure from the development activities and poor land management practices, the consequence of reduced production, loss of soil and soil nutrients, pollution of rivers, poor water quality, and flooding and from these the country has to bear loss of billions of Rands per year.

36. Land degradation took place in both the public land and private lands. The former homeland areas of the Eastern Cape, Limpopo, North West, Northern Cape, and Mpumalanga Provinces are amongst the most severely degraded in the country. Overgrazing and over cropping of agriculture lands in the former homelands degraded land seriously with results like decrease in vegetation cover, encroachment by invasive unpalatable alien plant species and change in vegetation composition. It is likely that the climate change may accelerate the ecosystem degradation and result in drought and natural disaster. The temperature of South Africa has increased in past ten years (1997-2006) compare to 1970s and also became at least drier by 6% in this period. Droughts became a frequent phenomena with serious ecological and economic consequences. It is observed that impacts like erratic and unseasonal rainfall, rise in temperature, increase in evapotranspiration, change in vegetation composition, increase in flooding and drought events and overstocking during critical period as a result of increased economic pressure posed by increasingly difficult farming conditions in marginal arid areas. It is also predicted (2<sup>nd</sup> national communication to UNFCCC) that the temperature rise and variable rainfall patterns that have negative impacts on water resources will likely to increase with significant reduction in groundwater recharge in the semi-arid parts of the interior and the west.
37. The Constitution of the Republic of South Africa creates an overall framework for environmental governance in South Africa by establishing the right to an environment that is not harmful to health and well-being. Moreover, the Constitution balances the right to have the environment protected with rights to valid social and economic development and allocates environmental functions to a wide range of governmental agencies in all spheres. Therefore, the Constitution places emphasis on cooperative governance, which is a departure from the traditional hierarchical tiers of government with ultimate control vested in the national government.

38. The government of South Africa has been implementing land rehabilitation and livelihood programmes through a participatory approach to address the dual challenge of land degradation and rural poverty. The project “Securing multiple ecosystems benefit through SLM in the productive but degraded landscapes of South Africa” is implemented by the Government of South Africa with the support from the UNDP and funding from the GEF with the objective of mainstreaming climate risk considerations into the SLM of South Africa for improved ecosystem resilience and reduced vulnerability of livelihoods to climate shocks. The project has identified four sites – in the Karoo, Eastern Cape and the Olifants landscapes to pilot innovative approaches to address land degradation. This is delivered through four main outcomes:
- Outcome 1: Economically viable, climate-smart land/ecosystem rehabilitation and management practices operationalised across 167,300 hectares of the Karoo, Eastern Cape and Olifants landscapes (with potential for up scaling to cover 417,132 hectares);
  - Outcome 2: Increased knowledge and institutional capacity of DALRRD, DFFE, DWS, relevant departments and local communities to reduce degradation from livestock and crop production and to restore currently degraded lands through the application of knowledge-based land management practices;
  - Outcome 3: Enabling environment for promoting rehabilitation of degraded land through carbon sequestration (including accessing and capitalising on carbon markets and the preparation of MRV documentation) in the Eastern Cape strengthened; and
  - Outcome 4: Financing and governance frameworks strengthened to support the adoption of SLM approaches.
39. The project is implemented in the Karoo, Eastern Cape and Olifants landscapes (Limpopo) in South Africa. It started in June 2017 and was ended in April 2022. The project is implemented through the National Implementation Modality (NIM) by the Department of Forestry, Fisheries and the Environment (DFFE) in partnership with the Department of Agriculture, Land Reform and Rural Development (DALRRD) of the Government of South Africa. The responsible partners of the project include Rhodes University, CSIR and EWT. Latter some other organisations/individuals were also sub-contracted to implement specific activities.
40. The project organisation structure includes a Project Steering Committee (PSC), and the Project Management Unit (PMU) at UNDP and the Project Management team at all partners office. The governance structure includes a number of national and sub-national stakeholders, and implementing partners (service providers) as mentioned in the project summary table.

### **3.3 PROBLEMS THAT THE PROJECT SOUGHT TO ADDRESS**

41. The majority of the rural population in South Africa are highly dependent on agriculture (livestock)-based livelihood strategies. Poverty is particularly prevalent among the rural people many of which depend on agriculture for their livelihoods. Their dependence on livestock and low carrying capacity of the rangeland has continuously degrading rangeland with several environmental degradation. Inappropriate natural resource management practices (overgrazing, overstocking, and lack of resting period for land rehabilitation), reduces agricultural and livestock productivity, increased livestock mortality, increased soil erosion and these had further increased the vulnerability of rural communities to the impacts of land degradation and the projected impacts of climate change. South Africa has experienced unprecedented number and frequency of droughts followed by heavy rain. This has increased soil erosion washing fertile topsoil and severely hampering agriculture and livestock production. Prior to this project, the country had limited institutional and technical capacity to plan and implement climate-smart and appropriate land rehabilitation at the national and local levels. Similarly, communities also had limited knowledge on the importance of rehabilitation of rangelands and natural resource management practices and ways to implement such practices. Three drought prone landscapes (Karoo, Eastern



Cape and Olifants) were selected based on their high level of vulnerability to the impacts of climate change. The project also intended to contribute to increase the technical capacity of the Department of Forestry, Fisheries and the Environment and relevant departments to implement appropriate rehabilitation of rangeland for addressing environmental risks that affects livelihood of rural communities who are dependent on agriculture (livestock). Similarly, by empowering communities with skills, knowledge, partnerships and institutions, contribute to the sustainable land management to reduce their vulnerability to climate change and increase the resilience of natural and social capital. Furthermore, by increasing knowledge of relevant government departments and local communities and arranging financial and governance frameworks, it aimed to strengthen the national strategies for rangeland and ecosystem management.

### 3.4 DEVELOPMENT OBJECTIVES OF THE PROJECT

42. To strengthen the enabling environment for the adoption of knowledge-based SLM models for land management and land/ecosystem rehabilitation in support of the green economy and resilient livelihoods through capacity building, improved governance and financial incentives demonstrated in the Karoo, Eastern Cape and Olifants Landscapes.

#### Baseline Indicators Established

43. To measure the achievement of the project, baseline indicators were established (Annex VI). The outcome and outputs are provided in section 3.6 below and target indicators of activities are provided in Annex VI.

### 3.5 MAIN STAKEHOLDERS

44. Stakeholders to be involved in the project implementation were identified at the project formulation phase with clear roles and responsibilities. Most of the stakeholders were identified based on their strength and relevancy to the project. Extensive consultations were conducted with these stakeholders during the project development from the PIF stage to the development of a fully fledged project after receipt of the PPG. The PIF was approved on 23 April 2013 and the Prodoc was approved in 22 April 2015. After the project approval in 2015, an inception workshop was organized on 22 July 2017. From development to inception a broad cross section of stakeholders was involved including NGOs, INGOs, Community institutions, academic institutions and government departments and other agencies. Their roles and responsibilities were clearly documented in the project implementation plan (see sub-chapter 2.9 Stakeholder involvement plan of ProDoc). The project development and implementation was led by the Department of Forestry, Fisheries and the Environment; with and UNDP CO providing oversight and quality assurance.

### 3.6 Expected Results

45. The project aimed to achieve its objective through four outcomes and 18 outputs.

Output level indicators were also developed for each of the Outputs and are listed as:

**Outcome 1:** “Economically viable, climate-smart land/ecosystem rehabilitation and management practices operationalised across 67,300 hectares of the Karoo, Eastern Cape and Olifants landscapes (with potential for upscaling to cover 150,000 hectares)”;

**Output 1.1:** Improved land-use and livestock/range management practices implemented in two critical riverine systems in the Karoo.

- Output 1.2:** Ecologically-viable livestock farming, vegetative cover and range resources management practices adopted in the Eastern Cape.
- Output 1.3:** Watershed management practices adopted by farmers in the Olifants landscape.
- Output 1.4:** A strategy for upscaling SLM practices within the Karoo, Eastern Cape and Olifants landscapes.
- Output 1.5:** A long-term strategy for participatory monitoring and evaluation by stakeholders (including lands users) of the effectiveness of SLM approaches in the Karoo, Eastern Cape and the Olifants landscapes.
- Outcome 2:** “Increased knowledge and institutional capacity of DFFE, DALRRD, DWS, relevant departments and local communities to reduce degradation from livestock and crop production and to restore currently degraded lands through the application of knowledge-based land management practices.”;
- Output 2.1:** Capacity-building and development programme for improving SLM knowledge and awareness at local, provincial and national level, including the establishment of multi-stakeholder forums for facilitating a dialogue on SLM and mainstreaming SLM into municipal, provincial and national policy programmes and processes.
- Output 2.2:** Core staff of technical ministries, regional and local extension support departments and land users in the Nama-Karoo, Thicket and Savanna biomes trained on the use of improved data, tools and methods of ecosystem livelihood and vulnerability assessments as the basis of decision-making on land use within the context of a green economy.
- Output 2.3:** Structures for coordinated land-use planning and land/ecosystem rehabilitation practices (including operational bodies such as Conservation Committees) between municipal, provincial and national institutions in the Karoo, Eastern Cape and Olifants landscapes established.
- Output 2.4:** Best practices and lessons learned on SLM in the Karoo, Eastern Cape and Olifants landscapes captured and disseminated nationwide.
- Output 2.5:** A comprehensive GIS-based assessment of socio-ecological resilience to inform ecosystem restoration and SLM in the Karoo, Eastern Cape and Olifants landscapes.
- Outcome 3:** “Enabling environment for promoting rehabilitation of degraded land through carbon sequestration (including accessing and capitalising on carbon markets and the preparation of MRV documentation) in the Eastern Cape strengthened”;
- Output 3.1:** Government-approved methodology developed for the generation of carbon credits through restoration of spekboomveld.
- Output 3.2:** Carbon baseline sampling and assessments undertaken for 3,500 hectares in the Baviaanskloof.
- Output 3.3:** Project Design Documents for a Baviaanskloof Programme of Activities/Grouped Project prepared and verified.
- Output 3.4:** 1,000 hectares of degraded spekboomveld restored in the Baviaanskloof to deliver multiple ecosystem benefits including reduced soil erosion, enhanced water infiltration and increased vegetation cover.
- Outcome 4:** “Financing and governance frameworks strengthened to support the adoption of SLM approaches.”
- Output 4.1:** Comprehensive analysis of SLM options, including financial modelling, investigation of market opportunities, cost-benefits analyses and a public expenditure review undertaken.
- Output 4.2:** National and sub-national strategies for mainstreaming of SLM into provincial development and municipal land-use planning policies developed.
- Output 4.3:** Policy recommendations to mainstream SLM objectives into public expenditure, agricultural subsidies and land reform incentives.



**Output 4.4:** A national platform on SLM, finance and land/ecosystem rehabilitation in place for national dialogue on the role of SLM in the green economy to support the National Coordinating Body for UNCCD to engage more strategically in SLM, finance and land, ecosystem rehabilitation debate.

**Table 1:** Summary of expected environmental benefits arising from the project

<p><b>Outcome 1:</b> Economically viable, climate-smart land/ecosystem rehabilitation and management practices operationalised across 67,300 hectares of the Karoo, Eastern Cape and Olifants landscapes (with potential for upscaling to cover 150,000 hectares).</p>	<ul style="list-style-type: none"> <li>• Restoration of degraded land will improve in carbon offset and also contribute in biodiversity conservation.</li> <li>• Restoration of degraded rangeland will also contribute to wild herbivores of global conservation significances.</li> <li>• Low-cost silt trapping technologies will contribute to control soil erosion and hold soil productivity.</li> <li>• Cultivation of fodder species could contribute to decrease grazing pressure, improve animal production and support conservation of important plant species.</li> <li>• Different SLM technologies and approaches were presented to the project landscapes to address land degradation, improve land management through SLM as option to outscale SLM in different landscape and beyond will contribute in address environmental issues.</li> </ul>
<p><b>Outcome 2:</b> Increased knowledge and institutional capacity of DFFE DALRRD, DWS, relevant departments and local communities to reduce degradation from livestock and crop production and to restore currently degraded lands through the application of knowledge-based land management practices.</p>	<ul style="list-style-type: none"> <li>• Enhancing knowledge of the government staff will contribute in mainstreaming climate change, soil erosion, land degradation and rehabilitation of degraded lands and could contributed in consideration of these issues in development planning which could contribute to conservation of endangered species and also to address climate change issues.</li> <li>• Enhancing knowledge of communities on climate change risks, soil erosion, land degradation, rehabilitation of land, livestock and crop production will help to generate their support in sustainable land management which will contrubute in protection of environment.</li> <li>• Various trainings on livelihood aspects could contribute to strengthen rural household economy and thereby decrease their dependency on important species from the wild.</li> </ul>
<p><b>Outcome 3:</b> Enabling environment for promoting rehabilitation of degraded land through carbon sequestration (including accessing and capitalising on carbon markets and the preparation of MRV documentation) in the Eastern Cape strengthened.</p>	<ul style="list-style-type: none"> <li>• Restoration of degraded Spekboomveld helps to restore local environment and also stop soil erosion.</li> <li>• This also helps in establish carbon sink contributing to reduce atmospheric carbon.</li> <li>• Develop methodology to calculate carbon stocks helps to claim carbon offset payments which could help to continue this activities sustainably and also increase area of restoration.</li> </ul>
<p><b>Outcome 4:</b> Financing and governance frameworks strengthened to support the adoption of SLM approaches.</p>	<ul style="list-style-type: none"> <li>• Development of policy recommendation to mainstream SLM objectives into public expenditure, agriculture subsidies and land reform incentives will help to make SLM sustainable.</li> </ul>

	Develop a national platform on SLM, finance and land/ecosystem rehabilitation will provide platform to discuss issues and that help to resolve issues related to these areas and also generate support for addressing issues.
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46. Baseline indicators were established but could be made better (for certain outputs targets were not measurable and limited milestones to measure progress over time) and is given in the Project Document ahead of the Project commencement. Baseline indicators are available in result frame that is included in Annex VI of this report.

### 3.7 THEORY OF CHANGE

47. The project objective is “To strengthen the enabling environment for the adoption of knowledge-based SLM models for land management and land/ecosystem rehabilitation in support of the green economy and resilient livelihoods through capacity building, improved governance and financial incentives demonstrated in the Karoo, Eastern Cape and Olifants landscapes.” The project is designed to support the integrated approach to reduce land/ecosystem degradation and support green economy and resilient livelihoods. Strengthen sub-national level land use planning and decision-making to reduce the vulnerability of local communities from the three landscapes to climate change through the implementation of climate smart ecosystem rehabilitation and management measures.
48. This project intended to address land degradation and climate change vulnerability by increasing awareness among the government agencies and also local communities on land rehabilitation and sustainable land management options in the three landscapes (Karoo, Eastern Cape and Olifants) by delivering four integrated and complementary outcomes. The Theory of Change (ToC) pathway that will bring about this outcome is based on four different medium term outcomes. These are to; i) increase the technical capacity and management of climate risks; ii) increase the technical capacity of technical staff and communities regarding climate change adaptation and appropriate interventions; iii) improve natural resource management through the implementation of climate-smart ecosystem rehabilitation and management measure; iv) arrange financial and governance framework to support SLM approaches; v) review national strategies for rangeland management and make provision of integrating climate risk considerations and land/ecosystem management into national and sub-national planning exercise.
49. The project planned to work in partnership with existing government institution (DFFE) to implement the project activities. It has identified institutions and assessed capacity and reviewed existing policies to identify gaps. The baseline scenarios were used to develop appropriate project and implementation modality. Outcome 1 expects to achieve its results through 5 outputs, outcome 2 through 5 outputs, outcome 3 through 4 outputs and outcome 4 through 4 outputs. The outcome 4 contributes to strengthening national strategies for rangelands and wetlands management by integrating climate change/variability and ecosystem managements and outcome 5 mainstream National Strategic Development Plan into local development strategies to support the constituency-wide adoption of the climate-smart LRP. Outcome 1 supports implementation of economically viable, climate-smart land/ecosystem rehabilitation and management practices. Similarly, Outcome 2 contributes to increase knowledge and institutional capacity of DFFE, DWS, relevant departments and local communities to reduce degradation from livestock and crop production and to restore currently degraded lands through the application of knowledge-based land management practices., outcome 3 create and strengthen the enabling environment for promoting rehabilitation of degraded land through carbon sequestration (including assessing and capitalising on carbon markets and the preparation of MRV documents) in the Eastern Cape. The outcome 4 create and strengthen financing and governance frameworks to support the adoption of SLM approaches. The project has identified 6

risks, of which 5 institutional risks and 1 environmental risk. Of the institutional risks 1 is rated of high probability and others of medium probability. The high probability risk is that the government of South Africa may fail to provide financing and human resource capacity support for the continuation of successful project interventions. The project design has provisioned mitigation measures to address these risks and also has provision of reviewing risks annually to update risk status and also identify new risks if any observed.

## 4. Findings

### 4.1 PROJECT DESIGN/FORMULATION

50. The project was designed to address the land degradation problems by demonstrating the low cost rehabilitation activities for improving the rangeland management effectiveness and climate-smart ecosystem management practices. It also aimed to make natural resource management inclusive and collaborative which will perform dual benefit of land/ecosystem management and at the same time also contribute in livelihoods of the farmers. The project intervention at the three landscapes to rehabilitate the rangelands cost-effectively, control soil erosion, support livelihood and institutional capacity improvement for planning and management of the climate-smart land/ecosystem management with improved livelihood situation and reduced threats. Women are very much connected with the land and involved in several land uses. But the project document does not mention about women's role. Only in one place it was mentioned that the project will include capacity-building of women but does not explain anything on the approaches to achieve gender equity. The project is a pilot attempt which is planned to scale up in other areas of South Africa.
51. The design of Strategic Result Framework was with clear outcome milestones, outputs for each outcome and except few (weak baseline, no gender disaggregation, no rehabilitation indicators, no indicator for impact of capacity enhancement etc.), others SMART indicators to monitor implementation and achievements. But the baseline was weak with no milestones, so qualitative comparison of the progress was difficult. The project was designed to work at a macro (national level financing and governance frameworks) and a micro level (local government and pilot sites or community level). At the national level, it aimed to develop capacity at the relevant departments in planning for and managing climate smart land rehabilitation and also strengthen financing and governance frameworks to support SLM and made policy recommendations. At the micro level it aimed to work at developing the capacity of communities, local level authorities, generating awareness among communities, developing demonstration plots for land rehabilitation, controlling soil erosion to restore degraded lands and some livelihood activities (vegetable farming, fruit tree distribution, eco-tourism promotion etc). The strategy of the project is in line with the national development priorities and plans.
52. The implementing and executing institutions were involved in the project from the project design phase and the design involved a thorough analysis of capacities of various partners and their interests. The project was designed based on threat and management capacity analysis and it also incorporated lessons from past land management practices in South Africa. The design also utilised past study findings. The roles and responsibilities of the implementing partners and other institutions were clearly defined in the project design and also new contracted co-implementing partners work were clearly defined in the ToR of the agreement document. Hence to address the identified problem, the project was designed to apply the following approaches:
- (i) Assessment of status of resources (degradation, biodiversity status etc.);
  - (ii) Implemented various land rehabilitation practices;
  - (iii) Promotion of rotational grazing;
  - (iv) Ponding, bush packing exercise to control erosion and support plant growth;
  - (v) Low cost erosion control measures like silt fences;
  - (vi) Establishment of communal rotational grazing/resting management;
  - (vii) Fruit Tree planting;
  - (viii) Fodder crops cultivation;
  - (ix) Auctioning of livestock to limit the number;
  - (x) Rainwater harvesting;
  - (xi) Nursery establishment to produce native plant species for establishment in degraded areas;

- (xii) Conservation agreement with farmers;
- (xiii) Low cost soil conservation approaches;
- (xiv) Vegetable gardening;
- (xv) Training on various subjects related to rehabilitation of the rangeland, agriculture practices;
- (xvi) Development of Policy briefs;
- (xvii) Establishment of platform to discuss on SLM and secure financing for land rehabilitation, extension and land use planning to ensure SLM in agro-ecological systems.

#### 4.1.1 Analysis of the Strategic Result Framework

53. The Result Framework (RF) was not revised during the inception workshop. The baseline in the result framework was weak and more improvement could be done in indicators also. Some of the targets were modified based on the recommendations from MTR i.e. target ha of land rehabilitation was reduced. The RF had a single development objective and 4 outcomes and these were not changed from the project development phase. The RF had 18 outputs. The outcome and outputs are aligned with the objective of the project. The Outcome 1 focuses on the rehabilitation of economically viable but degraded land/ecosystem through low-cost climate- smart management practices, Outcome 2 on increasing knowledge and institutional capacity of DFFE, DALRRD, DWS, relevant departments and local communities to reduce degradation from livestock and crop production and to restore currently degraded lands through the application of knowledge-based land management practices, Outcome 3 on creating enabling environment for promoting rehabilitation of degraded land through carbon sequestration and Outcome 4 on Establish and strengthen financing and governance framework to support the adoption of SLM practices.
54. The indicators of the result framework are relevant, mostly precise (rooms for improvement) and SMART (Specific; Measurable; Achievable and attributable; Relevant and realistic; Time-bound, timely, tractable and targeted) with the exception that it *lack gender disaggregation*. The indicators of rehabilitation should also have indicators like density of palatable species and fodder productivity before and after rehabilitation (outcome 1), RF also lack indicators to analyse impact of capacity enhancement among the government staff in planning exercises, implication of lessons learned by the communities (outcome 2) and indicator to see the financing in SLM approaches by private sectors as a result of outcome 4 activities.

#### 4.1.2 Assumptions and Risks

55. There were six risks identified in the project document and no additional risks were identified during the inception workshop. Five of the risks were institutional while 1 was environmental. The institutional risks includes: project may not receive support from provincial or municipal level government because they are often struggling with instability and absorptive capacity constraints (moderate risk), government may fail to provide financial and human resources to continue the results of the project (high risk), conflict between stakeholders may affect project activities (moderate risk), community may not receive expected economic benefits (medium risk), large scale development may and major land tenure changes could destabilise project impacts (moderate risk) and climate change may risk the project activities (low risk). All the risks and assumptions outlined in the project document were logical and robust but unexpectedly low rated environmental risk like long drought affected the project activities. These helped to identify appropriate activities and required precautionary measures to address them. Arrangements for all risks and assumptions other than related to natural fluctuation were made and with these arrangements, the project was able to implement activities. The project assumed that the communities will support project interventions and chief of the target areas support project interventions and facilitate the roll out within their constituencies. It is also assumed that the cost-effective rehabilitation and land/ecosystem management

model established by the project will support climate-smart land use planning and management in the future and the mitigate risk of expensive ecosystem rehabilitation and management. The project had provision of revising risks on a regular manner and summarise them in quarterly reports as well as UNDP ATLAS.

#### **4.1.3 Lessons from other Relevant Projects incorporated into Project Design**

56. As per information provided in the ProDoc, the project design has not used lessons from other relevant projects. For implementation, it maintained partnership with GEF SGP and collaborative synergy with NGOs working on the ground. It had also collaborated with Rhodes University and CSIR who had no office setup with working team on the ground. Rhodes University has strong focus on academic and research but not on implementation of development programmes. RU had research activities in the past in Machubeni area so their knowledge might have been used. The project design analysed threats and capacity of rangeland managements, soil erosion and agricultural practices and utilised such information to formulate appropriate activities to address the threats.

#### **4.1.4 Planned Stakeholder Participation**

57. At the project development phase, various teams were involved in stakeholder consultation in all three landscapes. Such consultation involved extensive communications with stakeholders including farmers, NGOs and government departments about the structure, activities and roles within the project. EWT held two workshops in 2012 and 2013 with 33 farmers representing four Conservancies. The main purpose of the workshops and interactions with stakeholders was to assess priorities and plan the way forward in terms of sustainable land management within the conservancies. Similarly, a strategic research planning workshop was held in 2013 by the EWT-Drylands Conservation Programme which spearhead the Karoo work. In October 2014, a consultative workshop was held (30 farmers) within the conservancies and representatives from DALRRD and LandCare to further elucidate the roles and objectives of the project. The stakeholders involved for the Outcome 1 were: DALRRD, EWT, Renu-Karoo agriculture organisations, Rhodes University (RU), CSIR, USAID, Olifants River Forum, ARC, SANBI, and for Outcome 2 were: DALRRD, provincial departments, local government, EWT, RU, CSIR, NGOs, CSOs/CBOs, Agriculture Organisations, river forum, Living Land, Renikaro-Olifants, and SANBI, farmers associations and Community Organisations. Similarly, for Outcome 3 were: Living Land, WWF, RU, DALRRD and for outcome 4 are: DALRRD, DFFE, EWT, RU, CSIR, SANBI provincial departments and local governments (see pages 59-65 of the ProDoc). These wide-ranging consultations were undertaken to ensure that stakeholders at all levels are aware of the project and its objectives and that they assist in the identification of threats of degradation of rangeland, livelihood issues of communities and soil erosion that could contribute to various activities of the project. A thorough assessment of relevance, experience and capacity of implementing partners and other stakeholders was also conducted but not able to understand how RU is entrusted for programme implementation. Project design, criteria for potential sites and site selection was carried out with stakeholder participation.
58. The project planning had provision of implementing project following the UNDP's National Implementation Modality (NIM) by Department of Forestry, Fisheries and the Environment. The other responsible parties by virtue of their mandates were: local NGOs, various district/local level government departments, academic institutions and communities.

#### **4.1.5 Linkages between the Project and other Interventions within the Sector**

59. The project is aligned with the South Africa National Development Plan 2030, which includes the objectives of "promotion of environment sustainability and integrated and inclusive rural economy". It contributes directly to



the implementation of the National Action Plan (NAP) to combat desertification, in implementation of the UNCCD at country level, as it supports the national efforts to achieve the targets for land degradation neutrality (LDN) as part of the UNCCD obligations. The livelihoods of the smallholder producers of sheep and cattle are threatened due to the degradation of rangelands and climate change impacts. Addressing problems of rangelands and livestock management helps to increase overall productivity and increase financial returns which helps to reduce poverty and also decrease pressure on the natural resources.

60. The project by addressing land degradation, poverty and vulnerability issues in South Africa to climate change, also directly contributed to the Millennium Development Goal (MDG) 7: “ensure environmental sustainability”- Target 7A: “integrate the principle of sustainable development into country policies and programmes and reverse the loss of environmental resources.” Rural populations are highly dependent on natural resources for their livelihoods and improved environmental management will reduce poverty and increase food security and thereby contribute to MDG1: “eradicating extreme poverty and hunger”. The project also contribute to SDG1 (no poverty), SDG2 (Zero hunger), SDG 5 (Gender Equality), SDG 13 (Climate Action), SDG 15 (live on land) and indirectly to SDG 3(Good Health and well-being).
61. Moreover, as per the plan indicated in the project document, the findings (lessons learned) will be distributed to many relevant audiences and will also be distributed to other GEF funded projects dealing with climate change, natural resources and livelihood issues.

## 4.2 Project Implementation

62. Three landscapes were selected by the project to implement the cost-effective land rehabilitation, through community mobilisation. Also make community aware on land degradation and climate change risks and through making relevant government staff aware on land degradation risks and effective land rehabilitation with low cost and locally available materials and influence local and national level planning to mainstream land rehabilitation.
63. The project was implemented through the National Implementation Modality (NIM) by the Department of Forestry, Fisheries and the Environment (DFFE) in partnership with DALRRD of the Government of South Africa. This modality provides environment to include wide range of stakeholders and to create both high flexibility and an enabling environment for innovation. The DFFE had responsibility of coordination for the implementation of activities and was accountable to UNDP and the GEF for project results. The DFFE was lead implementing partner. The Project implementation took into consideration the technical and administrative capacity of the entity to assume responsibility for mobilising and effectively applying the required inputs in order to achieve the expected outputs. The Implementing Partner had responsibility for managing the project – including the monitoring and evaluation of the project interventions, achieve project outputs and assure effective use of the project resources. The project was executed by DFFE on behalf of the government of South Africa in close coordination with other government agencies like ARC and local governments, and sub-contractors like RU, EWT, WWF SA, Living Land and CSIR.
64. The Project had a Project Steering Committee (PSC) which is the highest decision-making body in the project management and implementation structure. The UNCCD Focal Point (DFFE) Ms. Tizwi Rambau Chaired the PSC and she appointed Mr. Klass Rampola from DALRRD as co-chair of the PSC. Normally, implementing agency chair the PSC while UNDP co-chair. When chair and co-chair were from government side, UNDP didn't get opportunity to influence PSC in making timely decision and also contribute in adaptive management. Also PSC included, Agriculture Research Council, Rhodes University, Department of Agriculture, Land Reform and Rural Development (DALRRD), Limpopo Provincial Department of Agriculture and Rural Development, Eastern Cape Provincial Departments of Rural Developmen and Agrarain Reform, Northern Cape Provincial Department



of Environment and Nature Conservatio, South Africa National Biodiversity Institute (SANBI) and UNDP. The PSC was responsible for providing the overall direction and review of the project implementation, reviewing and approving the Annual Work Plans (AWP), provide strategic guidance to address risks and reporting on the project implementation. The PSC also had responsibility of assuring the appropriate project function. But PSC was found weak in fulfilling its role of providing strategic direction to the project. The Project collaborated with various institutions to carry out capacity building activities in management of land/ecosystem in the country.

65. The UNCCD Focal Point of DFFE was responsible for the project on behalf of the government. The DFFE on behalf of the government had responsibility of monitoring the regular activities of the project and provide guidance to the Project Management Unit (PMU). The DFFE provided the government's oversight and guidance for project implementation, including the coordination of project activities among the main parties to the project: the government implementing partners at the national and local levels, the project manager, consultants and UNDP, including oversight of the PMU. The PMU had a **Project Manager** (PM) to lead management of the project with the support of a project assistant. The PMU was responsible for carrying out day-to-day project management to ensuring project deliverables are both timely and achieve quality results.

#### 4.2.1. Adaptive Management

66. In terms of management arrangements and structures, this project was appropriately constituted in some sites while in others there was problem due to distance between project sites and location of the implementing agencies. It established the PSC which was the structure that had the overall responsibility. The PSC was chaired by the DFFE and co-chaired by the the Programme manager from the UNDP and DALRRD. It also had representation from key stakeholders including Rhodes University (RU), Endangered Wildlife Trust (EWT), South African Naitonal Biodiversity Institute (SANBI), Council for Scientific and Industrial Research –Agriculture Research Council (CSIR-ARC) and Department of Agriculture, Land Reform and Rual Development (DALRRD).
67. In order to drive implementation, the project had the PMU which was officed at UNDP building. The relationship between the UNDP/PMU and the DFFE was poor which affected monitoring and adaptive management. In fact, the UNCCD focal point and the chair of the PSC had attended very few PSC meetings and mostly sending other officers to represent in the meeting. It seemed that DFFE had not internalised the project and from their responses to the project meetings and activities indicates that ownership feeling among them was weak. Monitoring of the project activities was weak and evaluation of performance of the implementing partners was poor and due to that project implementation was delayed and quality of results was not satisfactory. The institutions like RU and CSIR didn't have field based office setups for implementing activities and for close monitoring and addressing issues developed during implementation. CSIR used local youth groups to help in implementation of activities but RU didn't have such arrangements but appointed two Community Liason Officers who had limited capacity and skills which affected monitoring and replication of good results. Despite the poor performance, delays and high implementation costs, contract with RU was renewed and this also explains poor monitoring and evaluation of the performance of implementing partners by DFFE. The PSC didn't take action to request GEF through UNDP for no cost extension on time. The extension request letter was sent to UNDP CO only 2-3 days before the expiry date so extension of the project to complete remaining activities was not granted.
68. The MTR made 13 recommendations (see 4.2.1) which were discussed in the project steering committee and decision was made to accept the recommendations. All recommended actions were initiated.

## Feedback from M&E Activities used for Adaptive Management

69. The project's adaptive management has been moderate throughout. The monitoring technical aspects of the project was weak and feedback on such areas was also weak. Late implementation of land rehabilitation and other activities due to lack of expert with experience of community mobilisation in Machubeni area was neither realised and reported nor addressed for long time but continued to try with the help of the students. Two years later, fencing of pilot demonstration sites was initiated by paying local for their labor. In one of the demo sites, fencing was just initiated at the time of terminal evaluation mission and where growth of grasses was very less. The MTR made 13 recommendations and except 2 which were partially agreed, all others were responded positively. The project initiated action to the recommendation of the MTR. The meeting between the project focal point (chair of PSC) and Project manager was very limited. Similarly, meeting of implementing agency with the project implementing partners was also not frequent. PMU conducted regular meetings with three responsible parties, contractors and LVG grantees.

### 4.2.2 Actual Stakeholder Participation/ Partnership Arrangements

70. The UNDP-GEF provided technical and financial support and also fulfilled the role of monitoring. The Department of Forestry, Fisheries and the Environment (DFFE) was the lead executing partner. The project also involved other partners to bring their expertise and cooperation for making programme implementation effective. The following partners were involved in the project:

- Department of Forestry Fisheries and the Environment
- Rhodes University
- National and Provincial Department of Agriculture, Land Reform and Rural Development
- Endangered Wildlife Trust (EWT)
- WWF SA
- South African National Botanical Institute (SANBI)
- Agricultural Research Council (ARC)
- The Council for Science and Industrial Research (CSIR)
- Living Lands (Baviaanskloof)
- Wilderness Foundation Africa (WFA)
- EcoRhythm (Pty) Ltd.
- World Overview of Conservation Approaches and Technologies (WOCAT)
- Afgri Lemang
- Cross Sector Extension Reference Group
- United Nations Development Programme (UNDP)
- Department of Water and Sanitation

The project has worked closely with many stakeholders throughout and the active engagement of stakeholders has been vital to fulfilling its achievements, but few works were entrusted to stakeholders that didn't had background for such works hence stakeholder participation is evaluated as **Moderately Satisfactory**.

### 4.2.3 Project Finance and Co-finance

71. The total project cost as per project document was US\$ 45,424,233.28 which includes US\$5,247,900 in cash and US\$40,176,333.28 in kind. Of these, the GEF contribution was expected to be US\$4,247,900 in cash, UNDP

contribution US\$1,000,000 in cash and Government of South Africa (GoSA) in kind contribution of US\$38,729,082, in-kind contribution of Rhodes University US\$1,115,251.28 and in-kind contribution US\$332,000 from EWT. The project had spent almost all of the budget (99.8%) but the achievement was less than the target. It took long time for site level arrangements and also due to the COVID19 that limited mobility, the project implementation was affected and all targets were not achieved. Co-financing was well planned and clearly mentioned in the project document. The committed amount from GEF was US\$42,347,900 and all committed amount was disbursed by end of May 2022. Of the committed in-kind contribution from government of South Africa (US\$38,729,082) only US\$163,334 was received by the terminal evaluation stage. There was a difference between committed contribution and actual contribution from the UNDP, the government of South Africa, Rhodes University and EWT. The decrease in in-kind contribution was because of the less time contribution from these institutions than committed. Due to this, the project implementation and monitoring was also affected. In the project document, Rhodes University is mentioned as co-financer but they were found charging 7% administration overhead cost from the project so their role was service providers rather than co-financer. The implementing agencies could not make close monitoring of financial contributions and program implementation and not able to take timely action to generate committed support and take decision to change partner that was not performing well. After long delay of programme implementation by Rhodes University, some of its tasks were given to other service providers or consultant by PMU. The project conducted auditing every year and presented financial transactions to the PSC and also to donor. The financial transactions were monitored by DFFE as well as UNDP as part of their monitoring practices.

72. As per the project document, the project management costs i.e. expenses of PMU (cash) were proposed at US\$201,804 (4.8%) which was to be covered from GEF. But in reality there was overhead expenses of the co-financer. Even the students involved in project implementation were paid salary. Distance between implementing agency and project site also increased cost due to high transport costs.
73. The project had provision of co-financing (in-kind) by the UNDP (US\$1,000,000), GoSA (US\$38,729,082.18), Rhodes University (US\$1,115,251.28) and EWT (US\$332,000). The provisioned GEF and Co-financing ratio was 9.3%: 90.7%. This is a good result as GEF requirement is at least 1:1 ratio. But actual co-financing figure of UNDP was not available. When the project was developed, there was different programme manager and Residence Representative who made commitment but latter it was not fulfilled. GoSA co-financing was only US\$163334 which is only 0.4% of the committed amount. Similarly, Rhodes University claimed their co-financing (focal person's time) as US\$376687 (33.8%) but they were charging 7% overhead (administrative expenses) from the project, so their role was like of service provider. The contribution of EWT was US\$256,488 (77.2%).
74. GEF funding was distributed among all four outcomes and also for management expenses. GoSA's in-kind contribution includes time their staffs spent for project work. Rhodes University was based in Grahamstown which is very far from the project piloting sites. They used students to implement project activities and most of the students were travelling from the town to the sites and this has increased implementation cost very high.
75. Normally Universities are involved in such projects to conduct research activities but not to implement development programmes. But in this project, University of Rhodes was entrusted for several components including the ones for which they didn't have expertise/capacity and latter for some of such activities, they had to sub-contract other organisations. If project had directly contracted those organisations, then that could save money they paid as overhead to RU. Similarly, instead of using students to implement project activities by paying salaries, the project should have hired experts with subject knowledge and experiences. If motivational activities were carried out by using professional/experts then the project could save time.

76. Already GEF-7 project (Mainstreaming sustainable land management for large scale impact in the grazing lands of Limpopo and Northern Cape Provinces, South Africa) is approved for SA which will be implementing similar activities in other areas so lessons from this project may be replicated. But, implementing agency should involve Universities only in research activities and should include experienced organisations or individual experts to implement project activities.
77. The relation between UNDP and the DFFE regarding this project was not cordial. Several occasions, PSC chair cancelled PSC meeting with a short notice.

**Table2: Financing and Co-financing the project.**

Co-financing (type/source)	UNDP (US\$)		GEF (US\$)		Govt. of SA (US\$)		Rhodes University (US\$)		EWT (US\$)		Total (US\$)	
	Committed	Actual	Committed	Actual	Committed	Actual	Committed	Actual	Committed	Actual	Committed	Actual
Grants	1,000,000	0	4,247,900	4237900							5,247,900	4237900
Loans/Concessions												
• In-kind support					38,729,082	163,334	1,115,251.28	376,687	332,000	145,400	40176333.28	685,421
• Other												
<b>Totals</b>	<b>1,000,000</b>	<b>0</b>	<b>4,247,900</b>	<b>4237900</b>	<b>38,729,082</b>	<b>163,334</b>	<b>1,115,251.28</b>	<b>376,687</b>	<b>332,000</b>	<b>145,400</b>	<b>4,5424,233.28</b>	<b>4,923,321</b>

Source: UNDP CO SA

#### 4.2.4 Monitoring and Evaluation: Design at Entry and Implementation

##### *M&E Design*

78. The project design included a good monitoring and evaluation (M&E) plan which is comprehensive in its depth and scope. The project had a result frame to monitor achievement and the result frame had clear objectives, components and appropriate to the issues and also designed considering the timeframe of the project. The output targets were realistic (except the area of the rehabilitation through SLM practices) compared to the budget and timeframe. The vulnerable sites were identified through the available reports and also further survey was conducted following the standard scientific methods to confirm the most vulnerable sites to implement the project intervention. Roles and responsibilities of the partners were made clear from the project design phase. The indicators of the result frame were mostly Specific; Measurable; Attributable and Relevant, Achievable and Realistic and Time-bound (few indicators could be improved e.g. how many trainings and for what number). Inception workshop didn't make any changes in result framework. UNDP capacity assessment form was redesigned hiring consultant by RU but it became more complicative and never used in capacity assessment. Also the project has not established baseline and mismatch of ground reality and target of the project also created problem in implementation and monitoring. MTR made 13 recommendations including improvement of

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indicators and also reduction of the target for rehabilitation. All activities were listed and explained, and a table was included determining responsibilities, budgets and timeframe for each implementing partners. But there was still confusion on jurisdiction of Project Manager in the project implementation and monitoring. M&E budgets were set realistically, with a total proposed amount of US\$ 88,000 (Eighty Eight Thousand) being set aside specifically for M&E activities. The monitoring responsibility and big budget was also provisioned in the budget for Rhodes University. Except for development of Framework for Participatory Monitoring Evaluation Reflection and Learning (PMERL), RU contributed very little to M&E within the landscape it was directly involved or in the other landscapes. The cost of Mid-term review and Terminal Evaluation were within the provisioned budget. Baselines were already set in the Project Document but not gender disaggregated.

The design of M&E included fully itemised and cost planed in the Project Document covering all the various M&E steps including the allocation of responsibilities; provision for monitoring of technical aspects and feedback mechanisms (but not gender related indicators) were also Moderately Satisfactory. Similarly targets were very realistic for the timeframe (except rehabilitation target area before MTR correction), hence monitoring and evaluation design has been evaluated as Moderately Satisfactory.

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

79. Monitoring and evaluation of project activities has been undertaken in varying detail at three levels:
  - i. Progress monitoring
  - ii. Internal activity monitoring
  - iii. Impact monitoring
80. Progress monitoring has been weak and was being done through quarterly and annual reporting by the UNDP-CO. The annual work plans have been developed at the end of each year with inputs from project staff, implementing partners and the UNDP-CO. The annual work plans were then submitted for endorsement by the Project Steering Committee, and subsequently sent to UNDP for formal approval. The implementing partner had irregular communication with the UNDP-CO regarding progress, the work plan, and its implementation. The indicators from the result framework were realistic and effective in measuring progress and performance. The PMU has also ensured that the UNDP-CO and DFFE received quarterly progress reports providing updates on the status of planned activities, the status of the overall project schedule, deliverables completed, and an outline of the activities planned for the following quarter. Implementing focal point indicated that they were receiving report late. The report format contained quantitative estimates of the project progress based on financial disbursements. The UNDP-CO generated its own quarterly financial reports from Atlas. These expenditure records, together with Atlas disbursement records of any direct payments, served as a basis for expenditure monitoring and budget revisions, the latter taking place bi-annually following the disbursement progress and changes in the operational work plan, and also on an *ad hoc* basis depending upon the rate of delivery.
81. From the quarterly reports, the UNDP-CO has prepared Quarterly Operational Reports which have been forwarded to UNDP/GEF Regional Coordination Unit, and also uploaded all the information in ATLAS. The major findings and observations of all these reports have been given in an annual report covering the period July to June, the Project Implementation Review (PIR), which is also submitted by the Project Team to the UNDP-CO, UNDP Regional Coordination Unit, and UNDP HQ for review and official comments, followed by final



submission to the GEF. All key reports were presented to the Project Steering Committee members ahead of their half-yearly meetings and through these means, the key national ministries and national government have been kept abreast of the project's implementation progress.

82. The Project Management Unit (PMU) was based in the UNDP-CO building so they were meeting CO staff on daily basis to discuss implementation issues and problems. DFFE indicated that they provided workstation for PMU within DFFE building and asked to develop working modality to work with the department but that was never materialised. Due to this, coordination between PMU and DFFE was poor, which affected arrangement of meetings with implementing partner to discuss project issues, cancelling meetings at the last minute, IP not attending field visits etc. The project's risk assessment has been updated quarterly by the UNDP-CO with the main risks identified along with adequate management responses and person responsible (termed the risk "owner"), who in most cases differs from the person who identified the risk.
83. A Mid-term Review (MTR) was undertaken in March 2020. The MTR made 13 recommendations summarised in 4 broad categories (status discussed in adaptive management chapter of this report, page 16). The report contains formal ratings for different review elements. The report has also discussed efficiency, effectiveness, and sustainability, cost-effectiveness and replication aspects. A complete reading of the report returns an overview that the Project was considered to be off the track in some of the activities but had some delays of some activities.
84. Internal activity monitoring undertaken by UNDP CO, Department of Forestry, Fisheries and the Environment (DFFE) and the Project Management appears to have been weak due to poor communication and was not responding quickly and effectively to any areas of concern. Besides, as per the contract document, the Rhodes University had to monitor the project activities in all three landscapes but it was not able to do so. Even in Machubeni, monitoring was weak because implementing team were staying very far from the project sites so regular monitoring was not possible and also expensive. After resignation by the coordinator in 2019, the monitoring part of the RU was even more affected and no new coordinator was hired to carry on her task.
85. The project didn't have any provision of monitoring Impact. There was room for improvement on the technical aspects of some of the activities to make them more effective and sustainable. Due to poor monitoring and analysis of the issues, adaptive management of the project was also weak in some sites.

M&E implementation has been moderately unsatisfactory in some areas while in others it is moderately satisfactory, with weak progress monitoring and internal activity monitoring. Responses have been made to the mid-term review and the risk assessments and the Terminal Evaluation Consultant considers it to be "moderate practice", hence the implementation of monitoring and evaluation has been evaluated as **Moderately Satisfactory**.

## 4.2.5 UNDP and Implementing Partners Implementation / Execution, Coordination and Operational Issues

### Project Oversight

86. The project was implemented following National Implementation Modality (NIM) to ensure broad stakeholder participation and to create both flexibility and an enabling environment for innovation. During the inception workshop, UNDP's project assurance role and oversight was presented and discussed in detail and endorsed. The project implementation was led by the Department of Forestry, Fisheries and the Environment. There was poor communication and coordination between implementing and executing agencies. Regular meetings could not take place to discuss progress and constraints of the project. UNDP CO was responsible for monitoring and ensuring proper use of GEF funds, timely reporting of implementation progress as well as undertaking of mandatory and non-mandatory evaluations. All services for the procurement of goods and services, and the recruitment of personnel were conducted in accordance with UNDP procedures, rules and regulations. The Project Management

Unit (PMU) was formed to coordinate and manage project activities and to facilitate the achievement of targeted results on time, adequate and appropriate management practices, program planning and proper implementation and timely reporting. But due to poor communication/coordination the project was negatively affected. A risk management strategy was developed involving all partners and experts through detailed analysis of issues and was considered while implementation of the project activities. For the Machubeni area the project used students to conduct studies and develop demonstration plots while in other areas other organisations were implementing project activities. The DFFE was complaining that the UNDP and GEF processes were difficult and not flexible. They wanted UNDP to consult them even in hiring MTR and TE consultants.

87. The capacity of the local government and community groups was enhanced to some extent. Though DFFE was involved on behalf of Government of South Africa, their responses to the project activities indicates weak ownership of the government in the project.

The Project implementation by some institution was planned and good but of theirs was weakly planned and implementation was very slow and costly providing products of good moderate quality and exceeding budget, while responding to only few internal and external challenges through moderate adaptive management, hence the implementation approach has been evaluated as **Moderately Satisfactory**.

### **UNDP Supervision and Backstopping**

88. UNDP supervision was accomplished through standard procedures and undertaken competently. Terminal Evaluator received some complaints from some interviewees about excessive UNDP bureaucracy or inflexible procedures, and UNDP and GEF's heavy requirements for reporting.
89. Key aspects of supervision were made through UNDP's involvement in communication with the implementing department of the government and other organisations. There was dispute between chair of the PSC and project manager which affected project activities. UNDP CO was involved in regular issues such as the review and approval of work plans and budgets, review of progress and performance against such work plans, and completion of the tracking tools. UNDP support was focused towards achieving targeted results and support was appropriate, adequate and timely. Annual and quarterly planning of activities was done on time with active participation of stakeholders. Similarly, risk management options were identified in close consultation of partners and experts and the project was able to manage risk efficiently other than drought problems. The PMU indicated that it was not receiving sufficient strategic and procedural guidance and also support with the budget and payments and dealing with GSSU issues from UNDP,

UNDP has provided supervision and backstopping to the project to some extent, but due to poor coordination with DFFE it was not able to support fully, hence UNDP's supervision and backstopping role is evaluated as **Moderately Satisfactory**.

### **4.2.6 Risk Management and Social and Environmental Standards**

90. The potential risks and opportunities were properly analysed during the project development. The risks were also analysed for their level of threats. The project development made provisions for the mitigation measures for the identified risks. The only new risk identified at the implementation phase was from the COVID-19 pandemic and drought which affected project implementation and monitoring. The project even changed some of the activities due to drought. The risks analysis and review of identified risks was done every year. More on types of risks and mitigation arrangement is already discussed in 4.1.2.



At the designing phase, the project assessed environmental and social issues and threats to land and biodiversity and the impact of climate change to rangeland and livelihood in the project landscapes. Based on the information from these assessments, programs were developed to address the threats to biodiversity, rangeland and livelihoods. Similarly, it was identified that one of the main reasons for threat to rangeland was poor management of rangeland and lack of alternative livelihood activities. Besides, climate change also affected these areas. To address this, project introduced different rangeland management practices, reduction of herd size, silt trapping techniques, rehabilitation of fodder species etc. It has also introduced eco-tourism and agro-forestry programs to provide alternatives for livelihoods. The project also involved local communities in the project activities so that the results will be sustainable. The project implementation have paid attention to not harm local social and cultural values. Similarly, the scientific rangeland management and soil conservation will contribute to the environment of the area and also safeguard land and lives of the area from climate change impacts. The project fully maintained environment and social standard of the GEF.

## 4.3 Project Results

### 4.3.1 Progress towards objective and expected outcomes

#### *Attainment of Objectives:*

91. The project made effort to address climate change impacts and the barriers for adaptation identified in the problem analysis to some extent only. It contributed to some extent to enhance technical and institutional capacity to mainstream climate change adaptation into policies, plans and programmes at the national and local levels, raised awareness and capacity of communities on implementing climate-smart ecosystem rehabilitation and land management measures. The following project outputs were delivered:

#### Outcome 1:

- Integrated farm plans in 77915ha.
- Rehabilitation activities in 11945ha.
- Soil erosion control & rehabilitation 1063.44ha
- Bush clearing AIPS in 433ha (20,000ha initiated trial for biocontrol).
- Stewardship program in 32198ha.
- Home garden and fodder growing.
- Farmers encouraged to establish nurseries and trained in permaculture, homegarden practices agroforestry.
- Land users engaged in rangeland management
- Mountain bike and hiking trail developed for eco-tourism promotion to demonstrate alternative livelihood options to reduce the risk of livestock farming on natural resources in the Karoo.

#### Outcome 2:

- Conducted trainings for government staff and local communities on the subjects that helps to reduce degradation from livestock and crop production and to restore degraded lands through the application of knowledge-based land management practices.
- Developed 2 policy briefs on SLM in commonages and on multi-actor collaboration.
- Published various publications on different subjects related to SLM.
- Made presentation on projects lessons in various national and international seminars/workshops.
- Developed guidelines on rangeland management, rehabilitation of rangelands, rainwater harvesting etc.
- Developed SLM calculator to calculate progress of SLM effort.

#### Outcome 3:

- Simplified methodology developed to baseline assessment for carbon sequestration. Method scientifically published and presented to government. Still waiting for government endorsement of the simplified methodology.
- Baseline assessment on 1000ha which is going to be rehabilitated.
- Farm plan completed for two communal farms. Farmers were convinced to participate in communal approach of land management.
- Finalisation of methodology and standard provision in line with best options for long term returns from carbon market.
- 994ha (of targeted 1000ha) of degraded Spekboomveld has been rehabilitated through different SLM measures. Another 8ha will be rehabilitated in spring after the rain season start.
- Developed project design document for carbon offsets in Baviaanskloof.

#### Outcome 4

- SLM Finance Strategy development completed and need to mainstream into national and subnational strategies for development and land-use planning.
- Policy recommendations made to mainstream SLM objective into public expenditure, agricultural subsidies and land reform incentives.
- A national platform on SLM, finance and land/ecosystem rehabilitation in place for national dialogue on the role of SLM in the green economy to support the National Coordinating Body for UNCCD to engage more strategically in SLM, finance and land/ecosystem rehabilitation debate.
- Agriculture and SLM is fully on-board with Sustainable Land Finance Coalition with an Incubator with various representatives from government, private sector and potential funders to secure funding for cross-sectoral extension support.

92. A Summary of the Project's achievements is given below, followed by an outline of the attainment of objectives. This is followed by a Review of Outcomes to Impacts in Table 3 and a brief discussion on the verifiable impacts. A summary evaluation of project Outputs is given in Table 4 followed by a more detailed description. A detailed evaluation of the level of achievements made against the indicators of success contained in the result framework is given in Annex VI.

### *Summary of Achievements*

93. The project results were measured against achievement indicators guided by evaluation questions (tracking tools, Annex VI) and indicators of the result framework. The SLM project has been well designed (considering few shortfalls), but in management and implementation some challenges were observed. The project was implemented by different service providers in different landscapes. The project was able to deliver some of the interventions that could reduce the climate change threats and enhance the capacity of relevant institutions to mainstream climate change in development planning. In the process, the project had demonstrated some innovative approaches, particularly SLM calculator and also approach to control grazing without rotating in different sites. Except Machubeni, in other areas, project implemented activities through locally based institutions which was effective in implementing the project activities and also in mobilising communities in project activities. As will be seen below, the achievement of the Outputs and activities under each of the four Outcomes has been evaluated as **Moderately Satisfactory**, and the evaluation of achievements against indicators (provided in Annex VI) show that some of the activities have been accomplished. The project helped to address threats to the rangelands and agricultural areas from climate change and unsustainable exploitation of the resources through awareness-raising, strengthening capacity of relevant community groups and government institutions, improvement of monitoring, economic incentives for local communities to support livelihoods and also to make natural resource management adaptive to climate change impacts. Similarly, some of the activities were not completed and some yet to be initiated.

Overall, the project has achieved some of its major global and local environmental objectives, and yielded some environmental benefits, with some shortcomings. The project can be presented as “average practice”, and hence its attainment of objectives and results is evaluated as **Moderately Satisfactory**.

### *Objective Indicators*

94. A single Project Objective was articulated in the result framework with a development objective. The project objective was to mainstream climate risk considerations into the Land Rehabilitation Programme of South Africa for improved ecosystem resilience and reduced vulnerability of livelihoods to climate change.

95. The project aimed to achieve its stated objective through four outcomes. Full details and an evaluation of achievements against targets are provided in Annex VI. The project was able to accomplish some of the targeted activities (leaving few incomplete).

#### 4.3.2 Relevance

96. South Africa has 60.14million population in total land area of 1.2 million km<sup>2</sup>. Unsustainable land use is a major reason of land degradation that has affected negatively on ecosystem goods and services. Over 80% of land area is used for agriculture and approximately 6 million households depend upon agriculture for their livelihoods and subsistence. But this sector only contributes 2.5% of GDP. Livestock herding is the dominant rural land use and grazing occurs on more than 650,000km<sup>2</sup> of this country. A substantial area of the land of biodiversity importance overlaps with high agriculture potentials. Hence, there is also conflict between importance of land management for conservation of important biodiversity and agriculture uses of land. The planning and decision-making have no provision of considering climate change and biodiversity conservation. The effects of climate change and unsustainable land use practices resulted into loss, fragmentation and degradation of natural habitats and ecosystems. Hence it is important to address land degradation for preservation of ecosystem services and livelihood of the local communities who are highly dependent upon these natural resources. There are mainly two barriers that hinders attaining the long-term preferred solution. Firstly, under the existing scenario, the relevant authorities and stakeholders do not have coordinated access to the knowledge and information required to make evidence-based decisions. Secondly, South Africa lacks an integrated and coherent framework to support the identification and strategic implementation of SLM initiatives.
97. The SLM project contributed to overcoming these barriers through strengthening the institutional and technical capacities of relevant government institutions to plan for and implement adaptation using an ecosystem based management approach. The project attempted to address the problems by i) improving natural resource management by making local communities and land users responsible for the implementation of climate-smart land/ecosystem rehabilitation and management measure; ii) increase technical capacity and management of land degradation risks and uncertainties; iii) create enabling environment and facilitate access to the carbon market as an incentive for the adoption of SLM; and iv) develop financial and governance framework.
98. It is aligned with the UNDP Strategic Plan (2014-2017 & 2018-2021), UNDP Strategic Plan Secondary Outcome. Also aligned with the Country Programme Outcome: Priority Area 2: Climate change and Greening South Africa's economy and Output 2: Enhancing biodiversity management. The project is relevant to the CP Outcome 3 and Output 3.2. Solutions scaled up for sustainable management of natural resources. It is also relevant to UNSDCF Outcome 4.2: By 2025, natural resources are managed and utilised sustainably for improved livelihoods, health and well-being of vulnerable communities.

The project intervenes to reduce land degradation and contribute to land management in South Africa and is congruent with the GEF and national priorities, and remains pertinent in light of the current levels of threats; hence relevancy is evaluated as **Satisfactory**.

#### 4.3.3 Effectiveness and Efficiency

##### Cost-effectiveness

99. The UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported projects defines the criteria of “efficiency” as:  
*“The extent to which results have been delivered with the least costly resources possible; also called cost effectiveness or efficacy.”*

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100. The project has exceeded the budgeted figures (management cost) but has not completed all of the planned deliverables by the time of terminal evaluation, so the cost-effectiveness is only **Moderately Unsatisfactory**. Some of the activities of all four outcomes were accomplished with some exceeding the budgeted amount but some of the achievement indicates lack of quality. Overall management cost was more than initially budgeted. Management cost was very high, hence project was not cost effective.
101. The Project was implemented by the government but they used different service providers and of them two (Rhodes University and CSIR) didn't have permanent presence in the landscape but very far from there so the implementation cost of the activities implemented by these were very high. The project also used national consultants to provide technical advice and this helped to reduce cost but use of inexperienced students to implement project activities not only increased cost of implementation (due to long distance traveled), but also delayed implementation process. But the involvement of local communities in implementing project activities helped to increase their knowledge and skills. Income from the livelihood support programmes of the project could improve the livelihood of communities but vegetable and fruit cultivation programs were very small in size and provided to few households so that had limited impact because these could support only little to the household economy. Involvement of local communities in rangeland management helped to generate interest among the communities towards conservation of land and this will generate local stewardship for the conservation of rangeland and protection of soil against soil erosion. But project was not able to achieve the targets set in the RF.

The project was able to achieve some of expected outputs. Though the cost-effectiveness has been a priority of the implementing agency, the two of the implementing agencies didn't have office setup at the ground level and were travelling long distance to implement and monitor activities which increased cost of implementation. This, combined with lack of co-financing by these agencies and on top of that charging overhead made management cost very high. Hence, it is evaluated as **Moderately Unsatisfactory**.

102. The project was partly able to contribute to achieve the expected outcomes and objectives. Not all of the targets set in project document were fully achieved. The evaluation used target indicators of the result framework and judged achievement moderately effective and efforts made by the project team moderately efficient. The project activities were delayed due to Covid-19 restrictions and also due to slow implementation by the implementing partner like Rhodes University which was given most of the activities and were not able to move all of them efficiently so some of the activities were taken back from them and given to individual consultant or institutions. Drought also affected project activities in some of the areas.
103. Through training and various awareness programs, the project contributed to knowledge enhancement on the long-term positive impacts of sustainable and climate-smart rangeland and natural resources management of the responsible persons from the government at national to village level so that it will influence development planning processes and has increased the level of awareness. Similarly, the project delivery modalities were not much efficient to contribute to the GEF and UNDP objectives and also to national priorities. In few areas, land rehabilitation and soil conservation interventions showed impact while in others yet to wait to see impact. In Oliphants land rehabilitation and soil conservation attempt didn't work. There it was observed that the surrounding unpalatable grass had already encroached the pits and grasses planted over there were mostly encroached. Pits making helped to hold run off of soil to some extent but the stone walls constructed to break current of water were unable to do so. The vegetable and fruits plantation program were very small so contribution to household economy was very small. Hence the effectiveness of the project is rated as **Moderately Satisfactory**.
104. The project followed standard scientific methods and in some used qualified, experienced and dedicated technical manpower while in Machubeni used students who were not experience in mobilising communities and implement

community based land rehabilitation activities. The activities which were implemented by experienced individuals or organisations moved smoothly (except drought and Covid obstruction) while the ones implemented by the University was delayed and not completed. There was difference in outcomes of project implemented by difference institutions.

105. The project maintained good relations with all stakeholders in most of the sites and worked in close cooperation and this helped to execute activities.
106. Due to initial delays and the impact of Covid-19, the project implementation was affected. The implementation cost of project in Machubeni and Oliphans was higher compare to other sites because implementing agencies didn't had office facilities at the project sites and for activities implementation and monitoring, team had to travel long distance which increased cost.

#### 4.3.4 Overall Outcome

107. The project was relevant to the country's needs and in line with the national policy and strategies. It is also relevant to the GEF and UNDP strategies and also contributes to SDG13 (climate action) and SDG 15 (Life on land). The project was not completed at the time of evaluation and some of the works were still going on and some activities even not initiated. Similarly, management cost exceeded budgeted amount and project was not able to receive committed amount of co-financing from expected co-fiancer. Co-financer Rhodes University was found charging overhead from the project, so their role was like service provider. Hence, both the project efficiency and effectiveness were rated as **Moderately Satisfactory** and project's overall outcome is rated as **Moderately Satisfactory**.

#### 4.3.5 Sustainability

108. The intervention that is conducted through locally based institutions may be sustainable but for others, future sustainability would be uncertain.
109. Financial: The outlook for the long-term financial sustainability of the project results appears uncertain as there was no commitment from any agency to continue the results of the interventions. Government agencies verbally mentioned that they will continue their support to the result of the projects but they could not commit any financial support. Also for one more demonstration site in Macubeni, government provided some support. There is already GEF-7 project approved and that will be replicating similar activities in the Karoo and Olifants landscapes. Financial sustainability is therefore **Moderately Likely**.
110. Socio-economic: The social sustainability of the project appears good. The awareness-raising activities have certainly been beneficial and undoubtedly changed people's minds at the community level and at local and national government levels as regards climate change risks and adaptation practices. The empowerment of local communities through awareness raising and supporting household economy with income generating activities has been one of the lynchpins upon which all behavioural change has occurred. But since the size of such support is very small, continuity of those activities by every household will remain uncertain. The implementing agencies like EWT, Living Lands have office setup at the project sites and also they are working for various donors and will remain in these areas beyond the project life, so they assured that they will continue to provide technical assistance and monitor even after the end of the project. As a result, the socio-economic sustainability is rated to be Moderately Likely.



- 111 Institutional and Governance: The institutional sustainability of the project is weak. The government authorities are sensitised on climate change and threats to ecological functions of the rangeland and thereby livelihoods of the rural communities, but due to lack of political commitment, it is uncertain if they prioritise results of this project in their programs and mainstream climate change and rangeland degradation challenges in national planning. The policy brief submitted to government to mainstream SLM was also not approved. Weak commitment at national level, social and political instability, weak institutional capacity at national level threatens the sustainability of the project. Therefore, the institutional sustainability is ranked as **Moderately Unlikely**.
- 112 Environmental: Environment sustainability is one of the important elements of the project strategy. The project achievements will directly reduce climate change related risks and rehabilitate the rangeland areas to maintain ecological functions. The capacity development, evidence-based planning to mainstream climate change and establishment of carbon stock could support to make project's environmental outcomes sustainable. Moreover, involvement of local communities and community-based organisations and presence of implementing agencies (Living Land, EWT, WWF SA etc.) could contribute to the protection of rangelands. The project outcomes will also contribute to maintain ecological functions of the rangeland areas and formation of community groups to manage rangelands also developed a sense of stewardship for maintaining them. This could also help to reduce land degradation and contribute to climate change impacts (loss of carbon sequestration and storage capacity through plantation). But the factors like social and political instability, weak institutional capacity at national level, weak governance structure and weak legal status of the land holdings by the community risks the outcomes of the project, hence the environmental sustainability is deemed to be **Moderately Likely**.

Overall sustainability of the project results is ranked as **Moderately Unlikely**.

#### 4.3.6 Country Ownership

113. South Africa ratified the United Nations Convention to Combat Desertification (UNCCD) in September 1997. This project was prioritised by the National Portfolio Formulation Exercise (NPFE) undertaken by the key UNCCD and Land Management stakeholders in South Africa. The project is aligned with key national policies and strategies, notably the National Development Plan: Vision for 2030 (NDP), the National Action Programme (NAP) for combatting desertification, and the Medium Term Strategic Framework (MTSF), amongst others. South Africa adopted NAP in 2004 also revised and approved by Cabinet in 2018 with aim to form linkages between sustainable development and efforts to combat desertification and also mitigating the effects of drought. Similarly, National Greening Strategy also supports the NAP. This aims to support development and implementation of greening initiatives with provincial and local government as well as other stakeholders to improve the environmental conditions in urban and rural areas.
114. The project is aligned with the Medium Term Strategic Framework (MTSF), is a strategic plan for 2014-2019, to implement National Development Plan (NDP) 2030. The key focus of the NDP is to address natural resource degradation which is also focus of this project. The project aimed to increase technical capacity of government at national, provincial and local level to implement appropriate measures to address land degradation and promote evidence based decision-making and governance. The project is also in line with the South Africa's strategic Plan for Agriculture, Comprehensive Agriculture Support Programme, the LandCare programme, White Paper on Agriculture, DRDLR (2011-2014), National Biodiversity Strategy and Action Plan (NBSAP, 2005), National Climate Change Response Strategy (NCCRS), New Growth Path and Green Economy Accord (2011). Since this project is will contribute to many of the government's initiatives, there is ownership of the Government of South Africa.

#### **4.3.7 Gender Equity and Women Empowerment/Cross-cutting issues**

115. The result framework didn't have gender disaggregated indicators nor it discuss on issues related to women. But the project implementing partners analysed barriers to women and access to tenure as well as norms where men are the dominant. The household and subsistence agriculture are dominantly female-led with men participating more in livestock management and herding. The benefit from the SLM programs will help to improve rural livelihoods and reduce livelihood vulnerabilities and thereby contribute to well-being of the women and children. The capacity building activities and trainings provided equal opportunity to women in the community and the team encouraged active participation of women. The project implemented conservation-agriculture and livestock management among women in the community and they were benefited from the program. Through a school agroforestry program, female teachers and scholars, as well as youth were trained in home garden agroforestry. In the implementing team also women were given more opportunities i.e. implementing staff teams were dominated by women.

#### **4.3.8 GEF Additionality**

116. The project was able to mobilize co-financing amounting to US\$ 796,509. Many of the co-financer didn't contribute their committed amount. Mobilising this co-financing also mobilized government's mechanism and expertise of UNDP, EWT, CSIR, WWF SA, Living Land and RU. Due to overgrazing and unsustainable land management, the rangelands and biodiversity of the project landscapes were threatened. The degradation of rangelands resulted in decrease in productivity from livestock. The increased summer rain washed top soil resulting in decreased production from agricultural land. These had increased poverty among the rural farming communities and increased vulnerability. Government of SA was not able to address these problems due to budget constraints and also due to weak technical capacity. The GEF funding helped to enhance capacity for evidence based management planning of relevant department technical staff to manage the evolving risks and uncertainty. The project also increased awareness of local population on climate change impact and appropriate adaptation options. With the GEF funding, some of the degraded areas have been rehabilitated through climate-smart land rehabilitation approaches. The project also helped to incorporate climate change in a number of policy briefs and mainstreamed climate change in national and local development planning. The sharing of lessons from this project will help a wider audience to address similar problems.

#### **4.3.9 Catalytic Role and Replication**

117. The success of rangeland management and rehabilitation of degraded lands in some of the landscapes in reducing climate change related threats and making sustainable economic growth for supporting rural livelihoods in the project pilot sites has indicated that the approach can work in SA and could be replicated (with consideration of site specific issues) in other areas within the target district and other dry districts of SA. The integrated approach of capacity enhancement, arrangement of participatory rangeland management, improved monitoring systems for generating scientific evidence for evidence-based planning, community involvement, establishment of a knowledge base for evidence-based management and rural economic development, provides a solid model of success that should influence future project design in the country.
118. Lessons learned with up-scaling needs to be replicated in other vulnerable areas of SA. The project contributed to enhance capacity of the national level planners which will help to strengthen management efforts and also make replication easier. Government agencies, local government institutions and community-based organisations expressed interest to replicate lessons from this project in other areas.

119. Besides SA, the learning from this project could be useful for other countries with similar threats. Hence for the benefit of those and for replication in other areas, the project lessons need to be disseminated to a wide audience through various means like report distribution, information sharing through different networks, shared with other GEF and UNDP projects, international networks and other institutions.
120. The project conducted seminars, meetings and workshops with government officials and other stakeholders. Similarly, exposure visits were conducted for community members. The awareness generation among line department, government agencies and other stakeholders will play a catalytic role to replicate lessons in other areas with similar risk of climate change.

### 4.3.10 Progress towards Impacts

Table 3 provides a review of the likelihood of outcomes being translated into intended impacts.

**TABLE 3: Review of outcomes to impacts at project termination**

Component	Findings	Review of Outcomes to Impacts
<b>Site Level Outcomes</b>		
<b>Outcome 1:</b> Economically viable, climate-smart land/ecosystem rehabilitation and management practices operationalised across 53,900 hectares of the Karoo, Eastern Cape and Olifants landscapes (with potential for upscaling to cover 150,000 hectares).	<ul style="list-style-type: none"> <li>• Rehabilitation activities completed in 34,280ha</li> <li>• 1063.44ha soil erosion control and rehabilitation.</li> <li>• 89,860ha under farm plan not completed yet.</li> <li>• Additional initiated/planned aread 73,000ha.</li> <li>• Bush clearing and APIS in 433ha.</li> <li>• Stewardship 85,198ha (initiated but not completed)</li> <li>• Home garden, fodder and cover crops and conservation agriculture (Lucerne and oats).</li> <li>• All targets not met. Rehabilitation in Olifants not successful. One of the plot of Machubeni under fencing and growing of fodder in very small scale.</li> </ul>	BC (Moderately Likely)
<b>Outcome 2:</b> Increased knowledge and institutional capacity of DALRRD, DWS, relevant departments and local communities to reduce degradation from livestock and crop production and to restore currently degraded lands through the application of knowledge-based land management practices.	<ul style="list-style-type: none"> <li>• Awareness score was between 3 and 4.</li> <li>• Training on various subjects related to farm planning, permaculture, first aid, rangeland management, wool standard training, erosion control, sheep farming, livestock management, fodder production, free-range beef production, home garden, rainwater harvesting, book keeping etc. Some trainings still not completed.</li> <li>• Also conducted livestock auction, district and local municipality level events.</li> <li>• Formed farmers study groups.</li> <li>• Exchange program for knowledge sharing</li> </ul>	BC (Moderately Likely)
<b>Outcome 3:</b> Enabling environment for promoting rehabilitation of degraded land through carbon sequestration (including accessing and capitalising on carbon markets and the preparation of MRV documentation) in the Eastern Cape strengthened.	<ul style="list-style-type: none"> <li>• Baseline assessments completed in 1000ha.</li> <li>• Various stakeholders engagements to convince land users to participate in communal farms.</li> <li>• 994ha of degraded spekboomveld rehabilitated by different SLM measures (below target).</li> <li>• Methodology to calculate above ground carbon is completed (need approval from government)</li> <li>• International verifier contracted to verify the carbon offsets.</li> </ul>	BC (Moderately Likely)

Component	Findings	Review of Outcomes to Impacts
<b>Outcome 4:</b> Financing and governance frameworks strengthened to support the adoption of SLM approaches.	<ul style="list-style-type: none"> <li>• Comprehensive analysis of SLM options including financial modelling, investigation of market opportunities, cost benefit analysis and a public expenditure review undertaken.</li> <li>• National and sub-national level strategy completed and two rounds of inputs and expert review completed.</li> <li>• Policy recommendations to mainstream SLM objectives into public expenditure, agriculture subsidies and land reform incentives all form part of the strategy document.</li> <li>• A national platform on SLM finance and land/ecosystem rehabilitation in place for national dialogue on the role of SLM in the green economy.</li> <li>• Agriculture and SLM is fully onboard with sustainable land finance coalition with the incubator with various government, private sector and potential funding agencies for cross-sectoral extension support.</li> </ul>	BC (Moderately Likely)

121. Terminal Evaluation Consultant found local people very much aware of the climate change impacts and importance of land management. Also, the local and central government officials were also sensitized on the issues of Climate Change, climate-smart land management, evidence-based planning and the importance of rangeland management. But project was not able to change dependent mindset of the community. They were not producing seeds of vegetables for the next season but expect project to provide them each time. Since the vegetable garden program is very small in size, its impact was also limited. Despite poor coordination/communication between implementing agency and executing agency (including PMU), the project was able to initiate coordination between different government agencies, NGOs and community organisations which is very important for promoting an integrated approach and helps to bring together expertise from diverse fields but continuation of such coordination is uncertain. Status and impact of the project intervention towards the outcomes was not similar in all landscapes. Most of the rehabilitation work of Oliphants landscape was not successful and in the Eastern Cape (Machubeni) it was initiated late so only few activities were completed and impact was minimal. In Karoo and Baviaanskloof, it was comparatively better. Youth group in Machubeni stopped vegetable gardening activities after team leader left to join job in the city and other members of the group even stopped watering or taking care of existing vegetables which latter died. The fodder crop in several areas of Machubeni was damaged by termites. Soil conservation or silt trapping activities were effective in most of the sites.
122. Implementing project activities through communities' participation increases awareness and builds capacity and improves the likelihood of sustainability of initiatives. Documentation and dissemination of information on the project activities could help to share knowledge for the benefit of large populations from various countries with land degradation and climate change risks.

As a result of the review of outcomes to impacts, the overall likelihood of impacts being achieved are all **Moderately Likely**, hence the project is expected to achieve some of its environmental targets, and yield environmental benefits by managing degraded lands, soil conservation and rehabilitation of the rangelands and its effectiveness is evaluated as **Moderately Satisfactory**.

### 4.3.11 Ratings

123. As per UNDP guidelines, the TE ratings are consolidated in Table 4 below.

**Table 4: Terminal Evaluation's Rating Project Performance**

Criterion	Comments	Rating
<b>Monitoring and Evaluation</b>		
Overall quality of M&E	The design of M&E was up to standard with a fully itemised and cost plan included in the project document covering all the various M&E steps including the allocation of responsibilities. But the feedback mechanism could be improved. Implementation of M&E was weak because the responsible implementing agency (Rhodes University) was located very far from the project sites and other project landscapes which affected frequency of monitoring and feedback mechanism.	Moderately Satisfactory
M&E design at project start up	The design of M&E was up to standard with a fully itemised and cost plan included in the project document covering all the various M&E steps but it trusted overall monitoring and evaluation responsibility on the institution which had limited human resources for this task and also which was not able to even initiate other project activities on time and was behind the schedule.	Moderately Satisfactory
M&E Plan Implementation	M&E implementation was weak from both executing agency and also implementing agency. Besides, overall monitoring was given to the institution who was behind the schedule in implementing other program implementation. Rhodes University was supposed to monitor activities in all landscape but it was not able to do so. RU had three staffs, of which 2 left project towards latter part of the project and that has affected progress monitoring. Weak progress monitoring affected adaptive management with impact on decision making. Similarly, turnover of staff and COVID-19 pandemic situation also affected M&E function.	Moderately Satisfactory
<b>IA &amp; EA Execution:</b>		
Overall quality of project implementation/execution	The Project implementation was slow and was also affected due to COVID-19 pandemic in 2020-21. Universities by their nature, are not institution to implement development activities but only good in conducting research. Entrusting such institution for implementing many programme not only delayed but also could not complete all activities within timeframe. This will also affect sustainability of the results. Again in the later part of the project, of the three staffs of RU, two left the project so that also affected project. The distance of implementing agencies (RU and CSIR) also affected monitoring and that again affected implementation. The areas where project used experienced mobilisers and experts, implementation went smoothly and timely while in the areas where students were used it was delayed. So implementation by some agencies was satisfactory while others unsatisfactory.	Moderately Satisfactory
Executing agency execution	Due to communication and coordination weaknesses, executing agency was not able to address several of the issues. Through PMU, it had taken some of the task from one institution (RU) and given to individual consultant or managed it themselves and helped to move forward with these activities (outcome 3 & 4).	Moderately Satisfactory



Criterion	Comments	Rating
Implementing agency execution	The Implementing and executing agencies had weak linkage which has affected the programme implementation and monitoring. The implementing agency was not able to analyse the strength and practical issues related to service providers (if has experience of programme implementation and locally based or not etc) and also weak judgement on progress (RU had not completed assigned tasks on time and despite PMU's complain on poor performance and over expending on certain outcomes, RU was repeatedly contracted) and due to that implementation was delayed. Implementing agency sent request letter to UNDP for no cost extension only 2-3 days before the end date of the project. Due to limited time, formalities or process for extension could not be completed and the project didn't receive extension.	Moderately Satisfactory
<b>Outcomes</b>		
Overall quality of project outcomes	Since all targeted indicators were not met and also quality of result of some of the activities was very poor, the overall quality of project outcomes is of the moderate order.	Moderately Satisfactory
Relevance	The project interventions to rehabilitate rangeland areas and address climate change risks through adaptation, was congruent with the GEF and national priorities, and remains pertinent in light of the current levels of threats. The present situation of the projects sites was similar and issues of land degradation and risk of climate change was still same so the project is still very relevant to address the issues of these three landscapes.	Satisfactory
Effectiveness	A review of outcomes to impacts (ROtI) shows the overall likelihood of impacts being achieved is Moderately Likely. Few rehabilitation of rangeland and few fodder/vegetable cultivation and soil erosion control measures in some sites may remain effective while in others not. Silt trapping or soil erosion control was to some extent effective. Vegetable farming and fodder cultivation was of small scale so its effect was also limited.	Moderately Satisfactory
Cost-effectiveness (Efficiency)	Project management costs were higher than the allocated budget and expected outcomes were not completely achieved by the time of terminal evaluation. Similarly, activities implementation was slow and also affected by COVID-19, drought. Besides, piling of high amount of work to an institution which by nature is not development project implementing and didn't had expertise on every subject and no ground level infrastructures/office setup. Due to these, could not complete or met the targeted indicators. Even institution that was mentioned as co-financer, was found charging overhead charge.	Moderately Unsatisfactory
<b>Sustainability:</b>		
Overall likelihood of risks to Sustainability	There are some risks like weak governance structures, social and political instability, weak institutional capacity at national and district levels, weak monitoring arrangements may risk the outcomes of the project. The project made stakeholders aware but expect from few areas, communities from other areas were not enthusiastic to continue. Community contributed in fencing of rangeland rehabilitation only after payment so it is difficult to expect their voluntary contribution beyond project life.	Moderately Unlikely
Financial resources	Commitment to support results of the project was not available. But another GEF-7 project is about to start by DFFE so it could be expected that the new project will support continuation of the good practices of this project. It was observed that in Machubeni government provided some support for fencing another rangeland and due to limited budget with the government, much could not be expected. Introducing SLM in private sector forum may bring hope in the future but could not confirm at the moment. It is <b>moderately likely</b> that financial resources will be available to sustain the interventions.	Moderately likely

Criterion	Comments	Rating
Socio-economic	Communities were made aware of climate change risks and also on adaptation practices. But communities didn't show much enthusiasm to continue management of rangeland in all landscapes (mainly in Machubeni and Olifants) because they seem project and government funding dependent. So some of the rehabilitation and rotational grazing activities may continue but not all.	Moderately Likely
Institutional framework and governance	Social and political instability, weak institutional capacity at national level to district level, weak governance structure and uncertain monitoring in the future could risk the results of the project.	Moderately Unlikely
Environmental	The project itself is designed to address environmental risks but various factors that are mentioned above may affect to environmental sustainability.	Moderately Likely
<b>Impact:</b>		
Environmental status improvement	Rehabilitation of rangelands and soil conservation; production of fodder and vegetables, generation of information on land degradation, rangelands management with local participation and development of knowledge base and capacity enhancement of government and other agencies for evidence-based planning was moderately satisfactory. Target set for reduction of risk of climate change and rehabilitation of land was not fully completed so it will take some time to see the improvement in environment but at the time of TE environmental status improvement was minimal. The drought also affected the areas for long time and only recently there was rain so if communities continue practicing improved management technique then environment status could improve.	Minimal
Environmental stress reduction	Climate-smart rangeland management practices, rehabilitation of rangeland, development of physical structure and biological treatment in landslide and erosion prone areas, formation of community groups for rangeland management and capacity enhancement of local government and community organisations reduces environmental stress. Involvement of community will also make land management sustainable. Moreover, awareness generation of local communities and at government level also creates an environment for proper management of land to reduce risks. At the moment reduction of environment stress is minimal but if these practices are continued for long run then it could reduce stress.	Minimal
Progress towards stress/status change	Limited – due to long drought, plantation programs in some areas were dropped and in some it was delayed. Land rehabilitation in Olifants landscape didn't performed well as unpalatable grasses from surround had almost covered the pits where palatable grasses were planted and also bush cuts which supposed to support growth of the grass/plants in degraded land, were taken by the villagers to fence their land. In few areas of the project landscapes, it was improving. Soil holding was partly successful in most of the sites. Fodder production was not in large scale so could not expect big impact. Vegetable farming per household was very small so impact was also limited. Hence progress at the TE period was minimal but if they continue land rehabilitation beyond the project life then that could change in stress level on land and also in their livelihood	Minimal
<b>Overall Project Results</b>		<b>Moderately Satisfactory</b>

## Achievement of Project Outputs & Outcomes

124. This section provides an overview of the main achievements of the project. Considering the results achieved under each of the outcomes, and the progress towards the overall objective, the project effectiveness is rated as **Moderately Satisfactory**. The SLM project generated numerous significant results, fulfilling many of the planned activities. The project objective was stated as *“strengthen the enabling environment for the adoption of knowledge-based SLM models for land management and land/ecosystem rehabilitation in support of the green economy and resilient livelihoods through capacity building, improved governance and financial incentives demonstrated in the Karoo, Eastern Cape and Olifants Landscapes”*
125. Based on the respective indicators and overall level of progress toward the four Outcomes, the Outcome ratings are as follows:

The project supported community-based rangeland management and rehabilitation of degraded land by incorporating activities like rotational grazing, rehabilitation of degraded areas, awareness generation, capacity enhancement of institutions involved in land management and improving monitoring activities. These approaches were applied in three pilot landscapes and some of them demonstrated a participatory approach of land rehabilitation with few initial signs of improvement. Most of the project outputs are ranked individually as **Moderately Satisfactory**; hence overall the achievement of outputs and activities is evaluated as **Moderately Satisfactory**. Some of the project outcomes are achieved while some targets were not met, hence achievement of outcomes of the project is also rated as **Moderately Satisfactory** and overall project is also rated as **Moderately Satisfactory**.

## 5. Main Findings, Conclusion, Recommendation & Lessons Learned

### 5.1 Main Findings

Due to drought plantation and regeneration programs were affected in most of the sites so these activities were delayed. Similarly, many activities were relied on RU which didn't have human resources with ground experience in all subjects so some of the activities implementation was delayed. Later after subcontracting these activities to other experts/organisations initiated implementation. Monitoring of all sites and enhancing capacities of government officials of landscapes other than Machubeni was not conducted by RU because it was far for them and also large amount of money was spent in travelling and implementation of activities in Machubeni which created financial constraint for monitoring and capacity building of other sites. Rangeland rehabilitation and plantation activities could not complete targets due to late initiation of the activities. Policy briefs are submitted to the government but waiting approval. These will help to mainstream sustainable land management and land rehabilitation. At the time of terminal evaluation, some additional rehabilitation activities were about to initiate. Land rehabilitation was not much successful in Limpopo. More on the achievement of the project under each outcome are provided below:

**Outcome 1: Economically viable, climate-smart land/ecosystem rehabilitation and management practices operationalised across 53,900 hectares of the Karoo, Eastern Cape and Olifants landscapes (with potential for upscaling to cover 150,000 hectares)**

## **Achievement**

Under outcome 1, various activities were implemented for SLM in three landscapes. These includes, integrated farm plans, land rehabilitation activities, soil erosion control and rehabilitation, bush clearing and packing to control soil erosion and also to promote grown of plants, biocontrol, stewardship program, home garden, fodder and cover crops growing, conservation agriculture etc. The target was not met due to climate issues like drought and also due to weaknesses of implementing agencies (Limpopo and Machubeni).

Total area completed: 34 280 ha

Additional initiated area: 73 000 ha

Total area under integrated farm plans or rehabilitation plans (partly implemented): 89 860ha

### **Karoo:**

- Total area under SLM landscape plan is 101 156 ha
- Stewardship: 24 680 ha declared or in process of declaration
- Rehabilitation: 7000 ha
- Fencing and rotational grazing: 2 891 ha
- Area in process for SLM in the MZCPE: 53 000 ha
- AIP biocontrol: 20 000 ha (initiated)
- Total hectares under varying SLM measures: 107 571 ha

### **Other activities:**

- 6 land users engaged in rangeland management
- 1 nursery established and handed over to community
- 1 mountain bike and hiking trail developed for ecotourism as alternative livelihood option to livestock farming.

More information on activities is available in the following webpage: <https://karooforever.org.za/en/>

### **Olifants:**

Total area placed in SLM landscape plan = 602 355 ha

- Soil erosion control: 373,44 ha
- Bush clearing/AIPs: 432 ha
- Home garden agroforestry: 3 fruit trees to each household and some to schools (total 3670 trees planted). Household/schools were also provided with fertilizer, tools etc. Survival rate of saplings is 75%.
- Total hectares under varying SLM measures: 1 305 ha
- 3 schools in two villages
- 11 990 ponds/soil bunds dug
- 22 people (17 women) employed to do bush clearing

### **Eastern Cape- Machubeni:**

Total area placed in SLM landscape plan is 6 144 ha

- Grazing management and rehab: 3 944 ha
- Active erosion control: 6 ha
- Bush clearing: 0,5 ha
- 30 ha forage oats

- 10 ha effective Lucerne
- Total hectares under varying SLM measures: 3 990,5 ha
- 50 farmers established with Vetiver nurseries and trained
- 10 of 25 Lucerne plots of 1 ha viable
- 30 hh grew 1 ha of forage oats in Macubeni
- 10 springs and water points rehabilitated.
- 52 water tanks installed and operational

**OVERALL SLM Progress Calculator Results:** This progress was considering progress with addressing land degradation by reducing the threat of LD, improving land management through SLM and creating an enabling environment for SLM in project landscapes and with key project stakeholders

- Karoo: 20% improvement
- Olifants: 12% improvement
- Macubeni: N/A
- Baviaanskloof: 20% improvement

**Outputs:** The outputs have achieved some of its targets (target is not completely met), and yielded some global environmental benefits, with some shortcomings. These outputs can be presented as “average practice” and is rated as **Moderately Satisfactory**. The project has accomplished few activities that were required to rehabilitate degraded land to provide security to land management and local ecology from degradation, over exploitation etc.; hence the outcome achievement is rated as **Moderately Satisfactory**.

## **Outcome 2: Increased knowledge and institutional capacity of DALRRD, DWS, relevant departments and local communities to reduce degradation from livestock and crop production and to restore currently degraded lands through the application of knowledge-based land management practices**

### **Achievement**

Various knowledge management and awareness raisign activities were conducted for government staff and also local communities. Overall awareness level score was 3.5 whiel target was 4 so it is slightly below the target. Besides conducting various trainings, project also produced awareness materials and conducted/participated events.

1. Awareness level score 3,5 across landscapes (target score was 4).

- Karoo: 4
- Baviaanskloof: 3
- Machubeni: 4
- Olifants: 3

2. Training and awareness

### **EWT:**

- Integrated Farm Planning Course developed and completed by 135 participants and also accessible online, in English and Afrikaans.
- Training in permaculture and “Bossie days”- 44 people
- 18 AgriSeta qualifications achieved
- Responsible Wool standards training for 30 students

- 177 attending various Information Days related to SLM in Karoo
- 29 trained in First Aid
- 114 participated in knowledge exchange activities
- 14 events held for local and District and local municipalities

### **Rhodes- Macubeni**

- 170 farmers trained in rangelands management and 5 conservation agreements signed in partnership with Meat Naturally
- Livestock auction facilitated by Meat Naturally- 96 cattle sold worth R468 999. Auctions now organised by community in Macubeni.
- 151 livestock owners in three villages actively participating in rotational resting
- 11 District and local municipality events held
- 6 farmer study groups developed
- Landscape and Rehabilitation plans developed for Machubeni
- Training in erosion control- 54 men, 141 women, 20 youth and 4 disabled (168)
- Two trainings in improved livestock and rangeland management: 62 men, 44 women, 10 youth, 1 disabled (106)
- Two trainings for the Multistakeholder forum on mandate and sheep farming- 53 ppl
- Mxumbu Youth group training in conservation agri- 4 men, 24 women, 3 youth, 4 disabled (28)
- Bookkeeping training- 35
- Training in fodder production (50), rangeland management-Molteno (15), Vetiver production (15), Livelihoods and gender equity (58).
- ARC Free-range beef production (28)

### **CSIR- Olifants**

- Grazing land rehabilitation (Small grant)- All triing 5 men and 17 women.
- School garden – 2 champions (1 man and 1 women), 7 teachers (7 women)
- Rainwater harvesting- 100 people (88 women and 12 men). But rainwater harvesting tanks and other related supports were not provided as every household wanted to have it and project budget was not sufficient to provide to every household.
- NextGEN farmers training of 22 youths, 3 teachers (2men, 1 women).
- E-learning training (also provided with 7” tablets)
- Agroforestry:  
Phase 1- 98 people (5men, 93 women)  
Phase 2 – 443 people (27 men, 416 women)  
Phse 3 – 1800 (1589 pupils, 148 teachers (102 women, 46 men), 30 tribal council, 23 Garden of the disabled in Mphanama.

## **3. Other Products**

### **Posters:**

- 1 poster produced by EWT on Climate change in the Karoo, Rehab of riparian areas, tortoises of the Karoo, control of Prosopis, SLM
- 1 poster on Home Garden Agroforestry by CSIR

### **Guidelines:**



- 3 guidelines by EWT on Riparian restoration, nama-karoo rangeland management and rehab guidelines for arid lands.
- 2 guidelines by CSIR on Rainwater harvesting and planting holes
- 1 guideline on landscape rehabilitation by Rhodes University

#### **Fact sheets:**

- 33 fact sheets produced by EWT

#### **Policy briefs**

- 1 Policy brief produced by EWT on SLM in commonages
- 1 Policy brief on multi-actor collaboration by Rhodes University

#### **Publications:**

- 12 popular publications/articles by EWT
- 1 academic journal article CSIR
- 1 academic journal articles RU
- 1 accepted journal article UNDP

#### **Hosting of and participation in webinars and conferences etc**

- Society of Ecological Restoration Conference, Cross-Sectoral Extension Working Group presentation, Global EbA CoP presentation, EU Partnership Dialogue presentation, 2 x Thicket Forum presentations

**EWT:** 3 presentations at the Arid Zone Ecology Forum; EU Partnership Dialogues on Extension; PA expansion and stewardship reference group.

**Outputs:** The outputs have achieved some of its major targets (some still not completed), which could yield some global environmental benefits, with some shortcomings. These outputs can be presented as “average practice” and is rated as **Moderately Satisfactory**.

### **Outcome 3: Enabling environment for promoting rehabilitation of degraded land through carbon sequestration (including accessing and capitalising on carbon markets and the preparation of MRV documentation) in the Eastern Cape strengthened**

Slightly below the targets. It could produce expected environment benefits and carbon marketing will encourage farmers to continue maintaining vegetation. The arrangements for preparing for carbon marketing is was not completed because activities was initiated late due to drought.

#### **Output 3.1**

Methodology completed, published as part of PhD and scientific article on methodology. Government approval is still pending but submitted to relevant authorities.

#### **Output 3.2**

Baseline assessments completed on 1000 ha. Target was revised during MTR. No need to assess 3500 ha if only 1000 ha will be rehabilitated.

#### **Output 3.3**

- Various stakeholder engagements to convince land users to participate. Farm Plans completed for two communal farms.

- Engagement with Baviaanskloof Conservancy around MOU related to improved land management, thicket rehabilitation and potential for carbon offsets.
- Completed overview of institutional structure of the Baviaanskloof Conservancy and how carbon offsets programme could be channelled through this institution.
- Finalise selection of methodology and standard in line with best options for long term returns (Business Case).
- Develop project design document for carbon offsets in Baviaanskloof with expert consultant.
- Verification not yet completed, but underway, international verifier has been contracted.

**Output 3.4** To date 994 ha of degraded spekboom veld has been rehabilitated by different SLM measures including ponding, low-cost soil conservation measures, exclusion plots and fencing to avoid degradation of intact Thicket areas.

A further 6 ha was put under cover crops as regenerative agriculture SLM Practice. Total area protected by different forms of SLM 1000 ha

In addition, a Thicket Restoration Plan has been developed for 1000 ha of degraded Spekboomveld, Planting Protocols for Spekboom Planting and a Water Management Plan for the fountains of Sewefontein, the distribution, use and conservation of that water source by 4 different properties.

**Outputs:** The outputs have achieved some of its major targets (an average 80% of target land rehabilitated), and which could yield global environmental benefits. These outputs can be presented as “average practice” and is rated as **Moderately Satisfactory**.

#### **Outcome 4: Financing and governance frameworks strengthened to support the adoption of SLM approaches**

Some of the activities were not done to avoid duplication. Policy recommendations was waiting approval from the government.

##### **Output 4.1**

- This is not done to avoid duplication of effort. Comprehensive analysis of SLM options, including financial modelling, investigation of market opportunities, cost-benefits analyses and a public expenditure review was undertaken by various other projects and institutions, among them Wilderness Foundation Africa, appointed to implement Outcome 4.
- Wilderness Foundation Africa was contracted to complete comprehensive analysis from part of previous work from them as well as UNDP Biofin Project results.

##### **Output 4.2**

- Strategy completed, two rounds of inputs from stakeholders and also from an expert review team.

##### **Output 4.3**

- Policy recommendations to mainstream SLM objectives into public expenditure, agricultural subsidies and land reform incentives all form part of SLM Finance Strategy document.

## Output 4.4

- A national platform on SLM, finance and land/ecosystem rehabilitation in place for national dialogue on the role of SLM in the green economy to support the National Coordinating Body for UNCCD to engage more strategically in SLM, finance and land, ecosystem rehabilitation debate.
- Agriculture and SLM is fully onboarded with Sustainable Land Finance Coalition with an Incubator with various representatives from government, private sector and potential funders to secure funding for Cross-sectoral extension support

**Outputs:** The outputs have achieved some of its major targets (not completed) These outputs can be presented as “average practice” and is rated as **Moderately Satisfactory**.

## 5.2 Conclusion

126. The project was able to accomplish some of the targeted activities. A follow up and support from the implementing and executing agencies is needed to complete these activities. To address the land management problems, the project intervened in three landscapes and implemented activities like rangeland rehabilitation, bush clearing and packing, control of alien plants, low-cost soil erosion control measures, rainwater harvest, vegetable gardens, tree plantation, rotational grazing practices, fodder crop plantation, nurseries establishment, awareness trainings etc. The project was able to make only few improvement (Karoo 20%, Olifants 12%, Baviaanskloof 20% and in Machubeni program initiated late not so many impacts were observed) in land rehabilitation. The project developed 2 policy briefs on SLM in commonages and multi-actor collaborations. The project was not able to receive committed amount from the co-financers. Rhodes University was working as service providers instead of co-financer. Goverernt and EWT made some in-kind co-financing to the project implementation.
127. The project completed SLM activities in 34,280ha in three landscapes. Additional 73,000ha is planned and in some of them initial activities already initited. The SLM activities included Stewardship, rehabilitation, fencing and rotational grazing, nursery establishment, bush clearing, soil erosion control, Lucerne plantation, springs and water points rehabilitation etc. Similarly, it also had programs of fodder cultivation, vegetable gardening, fruit tree distribution, AIP biocontrol, school support in gardening, training on agriculture, land rehabilitation, soil control, sustainable grazing, first aid, book keeping, nursery managemetn training etc. Similarly, various activities like livestock auctioning, knowledge sharing events at local municipality and districts, exchange visits, poster production, video development, guideliens development, factsheets production and policy briefs development. The project also conducted baseline studies and initiated preparation for carbon claims. It has also established a national platform on SLM, finance and land/ecosystem rehabilitation for national dialogue on the role of SLM in the green economy to support National Coordinating Body for UNCCD to engage more strategically in these are. Agriculture and SLM is fully on-board with Sustainable Land Finance Coalition with an Incubator with various representatives from government, private sector and potential funders to secure funding for Cross-sectoral extension support.
128. For knowledge management, the project conducted events from national to rural municipalities to showcase project successes in SLM/SCA. The project had pland to document lessons. Similarly, to reach a large audience, the information generated by the project was uploaded in websites of the implementing Department, UNDP and of implementing partners.
129. The SLM Project involved service providers like Living Land, EWT and WWF SA who had on the ground presence with permanent setup so they were able to provide continuous support to the project implementation and

also monitoring. But institutions like Rhodes University and CSIR didn't had field based setup so they had to travel long distance which not only increased implementation cost but also made monitoring weak for quick feedback. Rhodes University was also given responsibility of monitoring and capacity enhancement of government staff from all landscapes but it was not able to accomplish these responsibilities completely. The CSIR used local NGO to implement the activities, but the Rhodes University used its students to implement and monitor. The project implementation specifically the land rehabilitation was delayed in Macubeni area because they took more than two years to convince communities for generating their support in implementation of project activities. Even after that community involvement in fencing of demonstration plots was by paying wages not voluntary contribution. In such activities, involvement of well experience in community mobilisation should have been included instead of students. In the latter years, the project management team of RU was only lead by one person because the coordinator and finance staffs left the project and that has also affected the implementation of the project activities and monitoring. The restriction due to COVID-19 pandemic situation has also affected project implementation for some time in 2020 and also in 2021 (after Omicrone detection). Due to slow implementation and weak management situation of the team, PMU taken some of the activities of Rhodes University and given to consultant (outcome 4) and other institutions which helped to complete activities under this outcome.

130. To make the outcomes and interventions sustainable, the project formed community groups to manage rangelands and for Machubeni convinced government to provide some support for fencing rangelands. Community groups are trained in rangeland management and other livelihood strategies and climate smart landuse practices. The exit strategy was not developed by the time of terminal evaluation. It is learned that DFFE has already GEF-7 project to upscale lessons from this project. The lessons on shortcomings in project implementation, partner selection, failure and successful land rehabilitation will be very useful for upscaling with support from GEF-7.

### 5.3 Recommendations

Rec.No.	TE Recommendation	Entity Responsible	Time frame
1	Exit strategy should be developed to ensure sustainability of the project interventions. Exit strategy should include follow up arrangements to complete the incomplete activities of the project and also potential funding for upscaling and replicating to other similar projects, the lessons from this project.	PMU/DFFE	Immediately within 3 months.
2	There are several activities not completed yet. Several activities are below the target (e.g. rehabilitation target is not met). Similarly, recommendations for mainstreaming, methods of carbon calculation, policy briefs etc are not approved by the government yet. It is recommended to follow up to complete these activities. Some of these activities could be designed and implemented in the new GEF-7 project.	PMU/DFFE	Immediately (from July 022) so that it could be completed by the account closing of the project.
3	Gender leadership building training should be conducted to develop women leadership in sustainable land management and decision related to these.	PMU/DFFE,	Immediately from July. Also consider in future projects.
4	It is recommended to provision in projects, pre-training assessment and post training	DFFE/ UNDP	Future projects

	assessment. In this project no information was available how baseline scores were developed.		
5	It is recommended to review literature on botanical studies to understand which species would be suitable for the project sites and also species that could succeed to colonise against the pioneered unpalatable species or invasive species.	UNDP/DFFE	Future projects.
6	The vegetable cultivation program for each household was very small. It could not even meet the household needs. So it is recommended to provision vegetable program including most demanded species and in a size that will meet household need and also could sell for income. For economic benefit, include high value species so that they could earn more and that will help to reduce vulnerability of households.	UNDP/DFFE	Future projects.
7	It is recommended that the DFFE should make arrangement to monitor project interventions beyond the project life. This will provide technical assistance to this project work and lessons from these will be useful for improving future projects.	DFFE/UNDP	From July 2022.
8	It is learned that the government is going to implement GEF-7 project in SA. The lessons from this project should be used for better result in the new project. Also, link new project with this project so that technical assistance could be continued to the remaining activities of this project and beyond specially considering that the GEF-7 project will be implemented in 2 of the 3 project landscapes of the GEF-5 SLM project.	Government of SA (DFFE)	Future interventions
9	In this project, it was observed that some activities were better in one site while was poor in another. E.g. silt trapping techniques were effective in Machubeni and Baviaanskloof but it was poor in Oliphants. Hence the <b>lessons from successful sites should be utilised for Oliphants</b> also. This lessons could also be used in new projects.	DFFE, CSIR	From July 2022.
10	<b>PMU of the future projects should be housed in the implementing agency's building</b> or nearby so that close communication will be maintained. Its important that consensus is achieved between the PMU and the implementing Partner on roles and responsibilities to ensure a clear distinction between day-to-day management and strategic guidance and oversight	UNDP/DFFE	Future projects.

	functions. That will help to avoid communication and coordination gaps that was observed in this project.		
11	The gender equity and gender issues were not discussed or considered in the project development of this project. The EWT conducted gender survey and made strategy but other didn't. It is recommended to <b>discuss gender issues in project design and planning work plans in the future projects.</b>	UNDP/DFFE	Future projects.
12	In Bavianskloof treatment plot is also established. It is recommended to conduct comparative study of growth of the plants within the control plot and outside to understand the impact of grazing and other effects. It is also recommended to <b>conduct study of various silt control techniques and land rehabilitation methods to understand their effectiveness.</b>	UNDP/DFFE/Living Lands and relevant implementing partners.	After July 2022.
13	It is recommended that in the <b>future projects, involve the service providers who has long experience in relevant programme implementation in rural areas and also has office base (active and permanent presence in the landscape) on the pilot sites or nearby areas.</b> With similar intension, MTR also suggested to involve local NGOs.	UNDP/DFFE	Future projects
14	Trainings to use SLM calculator should be conducted to educate all relevant individuals.	UNDP/DFFE with the support of the implementing partners	From July 2022.
15	Land degradation problem is very big so there is need of big effort to address it. Hence, it is recommended to develop mega project to address land degradation in SA using lessons from this project and similar other projects. The key findings and recommendations from the SLM Finance Strategy should guide the financing of such a mega project or projects.	UNDP in coordination with the government of SA.	After July 2022.



## 5.4 Lessons Learned

### 131. Best and worst practices in addressing issues relating to Relevance, Performance and Success

Lessons learned are arranged under project-related headings. Further discussions and key points for future projects have been added in this section. Some of the lessons learned listed below have arisen from discussions with persons interviewed during the evaluation and the team thank them for their insights.

#### **Strategic**

- *Community organisations lack scientific knowledge on management of rangelands and also their relation to ecosystem and other climate change issues. The project support to enhance their knowledge and strengthen their capacity will help to encourage them to contribute to land management and protection of local ecosystems.*

Lack of knowledge has been seen as a drawback in many projects limiting communities from taking initiation. Similarly, lack of knowledge and poor economy force them to adopt unsustainable land use practices.

- The project should have a strategy of involving locally based institutions to implement projects. Because their local knowledge on contexts will be useful in implementing programme smoothly and their presence at sitelevel will contribute in regular monitoring and feedback even beyond the project life.
- University (RU) and research institute (CSIR) have access to scientific knowledge, but lack practical knowledge to motivate villagers and implement development activities through participatory approach so they could not properly and timely implement project activities. Hence, it is important to involve university and research institute in research activities but not in implementation of development programmes.

#### **Design**

- *Designing a project linking various institutions from national to grassroots levels, government and non government agencies, local authorities and communities generates huge benefits for sustainability, and through the synergies developed provides the intervention with much greater effectiveness than that which can be achieved by stand-alone projects.*
- *Community participation in the project design, formulation of implementation modality, implementation and monitoring is very important.* This will help to develop reasonable and achievable project targets, implement projects effectively and also make activities sustainable. To bring support of the local communities, they need to be convinced that the project results will contribute to improve their animal health and increase productivity and also help to control erosion in their areas. Convincing of rural communities is not simple task and it require intensive experience. This project instead of including experts with long experience, involved students and due to that it took two years to bring community participation in rangeland rehabilitation demonstration activities but by paying for their labor in erecting poles and fencing. Paying for working in rangeland rehabilitation demonstration plots and providing all tools and seeds for vegetable farming affected ownership among the community members. They developed mentality of working for money even when rangeland management is for their benefits. They were asked to produce seeds of vegetables for next season but they didn't and were asking project personnel for seed and other support. Due to this, sustainability of project results is uncertain.
- *Silt trapping by bush-binding and net-fences was more effective* than stone walls or pits. These lessons could be useful for future soil conservation activities.

#### **Project Management**

- *Working directly through existing government structures brings dividends.* But it is very important to analyse the relevancy of knowledge and also track record of program implementation of the implementing partners before selecting them. Normally, universities are involved in the projects to support in research and data

collections. But in this project they were even entrusted to implement development programmes. Due to this, the project implementation became slow and latter PMU had to intervene and give some of the activities to other consultants. Moreover, due to lack of expertise and fieldbase, PMU had to sub-contract other organisations like WFA, for implementing programmes.

- *Chosing locally based implementing partner has many benefits.* The knowledge they have of local ecosystem and rapport they have with the local communities helped to implement programme smoothly. But the Rodes University and CSIR was based far from the project sites and they are not programme implementing agencies by their nature. Due to lack of experience and lack of site level base, they had to sub-contract organisations like Living Land, WWF and EWT which were based in the project sites. Compare to the activities implemented by the university itself, the implementation of activities by sub-contracted organisations went smoothly and were also monitored closely. While the activities implemented by university themselves was delayed, poor in monitoring and implementation cost was very high. The university was also given responsibility of monitoring and building capacities of responsible parties and stakeholders in all project landscapes but were not able to do so in all areas.
- *Community mobilisation would be easier if done by person with long experience than by students.* They will know how to approach and convince rural communities keeping in mind rural social norms. Then that will help to initiate implementation of the program timely and also smoothly with community support. That could also make project results sustainable.
- *Project Management Unit (PMU) should be based in the building of implementing agency.* That will help to maintain close communication and coordination. That will also help to resolve issues immediately and programme implementation will not suffer.

# Annex I: Terms of Reference for Terminal Evaluation

**Terms of Reference (ToR) International Expert:** UNDP-GEF Terminal Evaluation for the project, *Securing multiple ecosystems benefit through Sustainable Land Management (SLM) in the productive but degraded landscapes of South Africa*

**Location:** South Africa

**Application Deadline:** 11 February 2022

**Type of Contract:** IC

**Assignment Type:** Consultancy

**Languages Required:** English

**Starting Date:** 21 February 2022

**Duration of Initial Contract:** 35 days

**Expected Duration of Assignment:** 9 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 *Securing multiple ecosystems benefit through SLM in the productive but degraded landscapes of South Africa* (PIMS 5054). As per the Project Document, the project was implemented by the national Department of Forestry, Fisheries and Environment Affairs (DFFE), in partnership with three Responsible Parties (Centre for Scientific and Industrial Research, CSIR; Rhodes University; and Endangered Wildlife Trust, EWT). The project is in its fifth year of implementation.

The TE process must follow the UNDP Evaluation Plan for the country office, and the guidance outlined in the document entitled, *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))

A TE team of two evaluators will conduct the TE – one team leader (with international experience and exposure to projects and evaluations in other regions/countries); and one national team expert, resident in South Africa. Important to note that this TOR is specifically for the national expert. The ToR for the international evaluator will be shared separately.

## 2. PROJECT BACKGROUND AND CONTEXT

South Africa places a high premium on the role of land and the constituent ecosystems in the quest for a green economy. Some 80% of the land is used for agriculture and subsistence livelihoods; 11% of it (12.76 million ha) has arable potential, while majority (69%) is used for grazing; 82% of the 12.76 million ha of cultivated land is under commercial agriculture, most of it rainfed. About six million people depend on agriculture for their livelihoods; nearly a million of them employed as farm workers. The smallholder agricultural sector provides employment for an additional

1.3 million households. Indeed, about 43% of South Africa's 46 million people live in rural areas and depend on natural resources to sustain livelihoods. Despite the importance of land and its ecosystems, South Africa is however prone to land degradation, currently exacerbated by human activities that disturb the delicate but dynamic equilibrium between soils, vegetation, and climate. According to WWF (2009), South African soils are extremely vulnerable to degradation and have low recovery potential; more than 5 million hectares (more than double the size of Kruger National Park) of cultivated lands are already seriously acidified. This is a serious problem in the Karoo, the Albany thickets and the Olifants catchment, three of the nine biomes. These three biomes currently exhibit signs of degradation of critical ecosystem services. In these biomes, land degradation is due to improper soil management practices, cultivation of unsuitable soils, improper management of cultivated crop land, deforestation and extensive removal of natural vegetation (including over-exploitation of vegetation for domestic use), overgrazing, alteration of surface/subsurface flow and inappropriate water abstraction. Consequences of degradation in these areas are reduced quantity and quality of water available to both nature and people, reduction of soil moisture content, disrupted water flow regimes, reduced recharge of groundwater table, increased sediments and pollutants in fresh water bodies, and low capacity of wetlands to buffer flooding and pollution, particularly in the Olifants.

In light of the above, the purpose of the project was to strengthen the enabling environment for the adoption of knowledge based SLM models for land management and land/ecosystem rehabilitation in support of the green economy and resilient livelihoods. This was to be achieved through capacity building, improved governance and financial incentives demonstrated in three project sites. The project was therefore designed to reduce the costs of ecological restoration in South Africa and increase the productivity of the land. Following the Theory of Change, this required an innovative approach to sustainable land management (SLM), entailing: i) enhancing the capacity of government, institutions and local communities to mainstream SLM into policies, plans and programmes; and ii) implementing climate-smart ecosystem rehabilitation and management measures. The project was to envisaged to build capacity for the integration of SLM into development planning, and this was intended to include developing tools for the analysis of vulnerability and the development of innovative SLM interventions. The identified activities were intended to be demonstrated at the local level in order to build on existing knowledge and best available technologies. These activities were also meant to address soil erosion and land degradation. Therefore, as per the Project Document, the following four outcomes were envisaged:

Outcome 1: Economically viable, climate-smart land/ecosystem rehabilitation and management practices operationalised across 53,900 hectares of the Karoo, Eastern Cape and Olifants landscapes (with potential for upscaling to cover 150,000 hectares)

Outcome 2: Increased knowledge and institutional capacity of DFFE, DALRRD, DWS, relevant departments and local communities to reduce degradation from livestock and crop production and to restore currently degraded lands through the application of knowledge-based land management practices

Outcome 3: Enabling environment for promoting rehabilitation of degraded land through carbon sequestration (including accessing and capitalising on carbon markets and the preparation of MRV documentation) in the Eastern Cape strengthened.

Outcome 4: Financing and governance frameworks strengthened to support the adoption of SLM approaches.

With DFFE as the Implementing Agency, the Responsible Parties to the project were Endangered Wildlife Trust (EWT), Rhodes University, Council for Scientific and Industrial Research (CSIR). These institutions worked collaboratively with the following key institutions: Agricultural Research Council (ARC), World Wildlife Fund (WWF), Living Lands, the Department of Agriculture, Rural Development and Land Reform, and the South African National Biodiversity Institute (SANBI).

The project was implemented in the following locations:

<b>Name</b>	<b>Site location (GIS)</b>	<b>Area (ProDoc)</b>	<b>Responsible Party</b>
Karoo, Northern Cape Province	Loxton: -31.463626°S, 22.324558°E  Nieuwoudtville: -31.553777°S, 19.179875°E  Graaff-Reinet: -32.249825°S, 24.534358°E	50 000 ha	Endangered Wildlife Trust (EWT), National NGO
Olifants Landscape, Limpopo Province	-24.585236°S, 29.847466°E	16 000 ha	CSIR (state entity reporting to the Department of Science and Innovation, DSI)
Machubeni and Baviaanskloof, Eastern Cape Province	Machubeni: -31.512236°S, 27.179777°E  Baviaanskloof: -33.547172°S, 23.970195°E	1 300 ha  1 000 ha	Rhodes University

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

PPG Amount: USD 100,000  
GEF Grant Amount: USD 4,237,900  
Co-financing: USD 40,521,790

Thus, the total project budget is USD 4,237,900 with co-funding from UNDP, Government, the EWT and Rhodes University to the total value of USD 41, 176 333.46

Project start date (commensurate with Project Document Signature Date): 22 April 2017  
First Disbursement Date: 07 June 2017  
Actual Date of Mid-term Review: 19 March 2020

### **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 two levels of SLM management, namely at the national, agency level (DFFE) in partnership with the three Responsible Parties, and at the three site levels with local communities and enabling local actors. At the national level there were two key role players, i.e. DFFE, and the Department of Agriculture, Rural Development and Land Reform who co-jointly chaired the Project Steering Committee (PSC), though with DFFE as the Lead with accountability for project results. The day to day work of the project was coordinated by the Project Management Unit (PMU). The PMU was staffed with UNDP personnel (Project Manager and Project Administrative Assistant) reporting to the DFFE Project Focal Point. The PSC was responsible for making management decisions for the project when guidance is required by the Project Manager; the PSC Secretariat was hosted by DFFE. The PSC mandate and role, for which TOR exists, was to: (i) to review the project progress, approve budgets and financial reports, and review and approve outputs as requested, (ii) to provide strategic guidance and policy directions to project implementation; and (iii) to ensure the relevance of the project by making sure that the project is well aligned to national policies and priorities of the countries and the basin it supports.

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, EWT, CSIR, Rhodes University, other organisations supporting the co-implementation agencies, other key government departments (e.g. Agriculture), senior officials and task team/component leaders, key experts and consultants in the subject area, Project

Steering, project beneficiaries, academia, local government and CSOs, etc. UNDP personnel, including the Regional Technical Advisor, Country Office Environment Focal Point, and CO colleagues in Administration, Finance and Monitoring and Evaluation. A key stakeholder group to be expressly included in the interviews and discussions are local communities, especially those marginalized, vulnerable and economically and socially excluded such as youth and women. This is in lieu of the core UNDP mandate being focused on “leaving no-one behind”. The project beneficiaries are located at the project sites and should be visited in situ. Additionally, the TE team is expected to conduct field missions (itinerary to be defined at inception with partners) to as many project sites as possible (there are three project landscapes throughout the country, with varying levels of accessibility). Some of these sites are very far from airports (sometimes a 3-4 hr drive). The TE team will be met and guided by project personnel on the ground, which will be facilitated by the PMU given their experience and knowledge of conditions and logistic needs 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 UNDP South Africa’s field-based activities due to restricted travel lockdown measures, and general threat to safety, and health and mental wellbeing. Daily official updates on COVID-19 conditions in South Africa can be found here: <https://sacoronavirus.co.za/>

The TE methodology should be prepared to be flexible, for example, with holding virtual meetings and creative 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 South Africa CO.

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. The methodologies and their 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 (Teams, 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.

Consultants are highly encouraged to undertake mission and travel to the sites. However, in case that COVID-19 travel restrictions will still be in place during the undertaking of the TE, the PMU (Project Management Unit) 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. Overall, the PMU will support the development of the TE itinerary and facilitate organization of the TE field missions in a coordinated manner. A further mitigation measure is that the TE team consists of two consultants, one of whom should be resident in South Africa, and be 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.



## 5. 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 Securing multiple ecosystems benefit through SLM in the productive but degraded landscapes of South Africa (PIMS 5054)**

Monitoring & Evaluation (M&E)	Rating <sup>1</sup>
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
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 (9 weeks) starting on (18 February 2022). Flexibility is inherent in the timeframe for the TE, with additional time for implementing the TE virtually, recognizing 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:

<sup>1</sup> Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U)

Timeframe	Activity
6-17 February 2022)	Selection of TE team
(3 <sup>rd</sup> Week February 2022)	Preparation period for TE team (handover of documentation by PMU)
(05 March 2022)	Document review and preparation of TE Inception Report
(10 March 2022)	Finalization and Validation of TE Inception Report
(10-25 March 2022) 15 days (recommended 7-15 days)	TE mission: stakeholder meetings, interviews, field visits, etc.
(28 March 2022)	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
(5 April 2022) 5 days	Preparation of draft TE report
(7 April 2022) 10 days	Circulation of draft TE report for comments
(20 April 2022)	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
(01 May 2022)	Preparation and Issuance of Management Response

Options for site visits will be discussed at the Inception Meeting, and should be provided in the TE Inception Report. The PMU will support the development of the TE itinerary and facilitate organization of the TE field mission in a coordinated manner.

## 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: (10 March 2022)	TE team submits Inception Report to Commissioning Unit and project management unit
2	Presentation	Initial Findings	End of TE mission: (30 March 2022)	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: (05 April 2022)	TE team submits to Commissioning Unit; reviewed by RTA, Project Management Unit,
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: (01 May 2022)	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>2</sup>

## 8. TE ARRANGEMENTS

The principal responsibility for managing the TE resides with the Commissioning Unit, led by the Environment Focal Point, 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.

- International and local travel will be required during the TE mission;

<sup>2</sup> Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

- The BSAFE training course must be successfully completed prior to commencement of travel; Herewith is the link to access this training: <https://training.dss.un.org/courses/login/index.php>. These training modules at this secure internet site is accessible to Consultants, which allows for registration with private email.
- Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director.
- Consultants are required to comply with the UN security directives set forth under <https://dss.un.org/dssweb/>
- All related travel expenses will be covered and will be reimbursed as per UNDP rules and regulations upon submission of an F-10 claim form and supporting documents.

## 9. TE TEAM COMPOSITION

A TE team of two evaluators will conduct the TE – one team leader (with international experience and exposure to projects and evaluations in other regions/countries); and one team expert, resident in South Africa. This assignment is focused on the national expert.

This assignment is envisaged to be carried out over two contracts, one for the team leader, and the other for national expert. The two will work together as a team collective to prepare a single inception report, a single draft TE report, and a final TE report. The national team expert will play a support role to the Team lead. The team lead will be accountable for producing the deliverables. The team leader will lead the overall design and writing of the TE report, etc. The national team expert will work in a support function, and assess emerging trends with respect to policy/regulatory frameworks, budget allocations, capacity building, work with the Project Management Unit to formulate the TE itinerary, and where necessary, will support field visits especially in lieu of covid-19 restrictions. 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.

National Expert TE Team member credentials:

### Education

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

### Experience

- Relevant experience with results-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Experience in evaluating projects;
- Should be based and resident in South Africa;
- Experience working in South Africa
- Experience in relevant technical areas for at least five years;
- 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; and
- Experience with implementing evaluations remotely will be considered an asset.

### Language

- Fluency in written and spoken English.
- Knowledge of an additional local language optional and an asset.

Team Lead/International Consultant credentials (to be advertised separately, and separate contract issuance):

#### Education

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

#### Experience

- Substantive relevant experience with results-based management evaluation methodologies;
- Substantive experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Substantive competence in adaptive management, as applied to GEF 5 Biodiversity Focal Area
- Substantive and demonstrable experience in evaluating projects;
- Experience working in Africa, and other relevant regions and contexts (working in South Africa is an asset);
- 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, especially UNDP-GEF projects, will be considered an asset; and
- Experience with implementing evaluations remotely will be considered an asset.

#### Language

- Fluency in written and spoken English.
- Knowledge of an additional local language optional.

#### Experience

- Competence in adaptive management, as applied to Biodiversity , Sustainable Land Management, Ecosystems.

### **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%<sup>3</sup>:

- 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<sup>4</sup>

Recommended Presentation of Proposal:

- a) **Letter of Confirmation of Interest and Availability** using the [template](#)<sup>5</sup> provided by UNDP;
- b) **CV** and a **Personal History Form** ([P11 form](#)<sup>6</sup>);
- c) Brief description of the **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 by email with the following reference “**National Expert for Terminal Evaluation of Securing multiple ecosystems benefit through SLM in the productive but degraded landscapes of South Africa PIMS 5054**” to: ([bid.pretoria@undp.org](mailto:bid.pretoria@undp.org)) by (**At 16:00, on 11 February 2022**). 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 Combined Scoring 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 receiving the Highest Combined Score 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

<sup>3</sup> The Commissioning Unit is obligated to issue payments to the TE team as soon as the terms under the ToR are fulfilled. If there is an ongoing discussion regarding the quality and completeness of the final deliverables that cannot be resolved between the Commissioning Unit and the TE team, the Regional M&E Advisor and Vertical Fund Directorate will be consulted. If needed, the Commissioning Unit's senior management, Procurement Services Unit and Legal Support Office will be notified as well so that a decision can be made about whether or not to withhold payment of any amounts that may be due to the evaluator(s), suspend or terminate the contract and/or remove the individual contractor from any applicable rosters. See the UNDP Individual Contract Policy for further details:

[https://popp.undp.org/\\_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP\\_POPP\\_DOCUMENT\\_LIBRARY/Public/PSU\\_Individual%20Contract\\_Individual%20Contract%20Policy.docx&action=default](https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx&action=default)

<sup>4</sup> Engagement of evaluators should be done in line with guidelines for hiring consultants in the POPP <https://popp.undp.org/SitePages/POPPRoot.aspx>

<sup>5</sup> <https://intranet.undp.org/unit/bom/psu/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

<sup>6</sup> [http://www.undp.org/content/dam/undp/library/corporate/Careers/P11\\_Personal\\_history\\_form.doc](http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc)

- 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



## ToR Annex A: Project Logical/Results Framework

## ToR Annex B: Project Information Package to be reviewed by TE team

#	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 (if any)
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 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	Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)
18	Sample of project communications materials
19	Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants
20	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
21	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)
22	List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e. any leveraged or “catalytic” results)
23	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 N/A
24	UNDP Country Programme Document (CPD)
25	List/map of project sites, highlighting suggested visits
26	List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted
27	Project deliverables that provide documentary evidence of achievement towards project outcomes
<i>Additional documents, as required</i>	

## ToR Annex C: Content of the TE report

- i. Title page
  - Title of UNDP-supported GEF-financed project
  - UNDP PIMS ID and GEF ID
  - TE timeframe and date of final TE report
  - Region and countries included in the project
  - GEF Focal Area/Strategic Program
  - Executing Agency, Implementing partner and other project partners
  - TE Team members
- ii. Acknowledgements
- iii. Table of Contents

iv. Acronyms and Abbreviations

1. Executive Summary (3-4 pages)

- Project Information Table
- Project Description (brief)
- Evaluation Ratings Table
- Concise summary of findings, conclusions and lessons learned
- Recommendations summary table

2. Introduction (2-3 pages)

- Purpose and objective of the TE
- Scope
- Methodology
- Data Collection & Analysis
- Ethics
- Limitations to the evaluation
- Structure of the TE report

3. Project Description (3-5 pages)

- Project start and duration, including milestones
- Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
- Problems that the project sought to address, threats and barriers targeted
- Immediate and development objectives of the project
- Expected results
- Main stakeholders: summary list
- Theory of Change

4. Findings

(in addition to a descriptive assessment, all criteria marked with (\*) must be given a rating<sup>7</sup>)

4.1 Project Design/Formulation

- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector

4.1 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 assessment of M&E (\*)
- UNDP implementation/oversight (\*) and Implementing Partner execution (\*), overall project implementation/execution (\*), coordination, and operational issues
- Risk Management, including Social and Environmental Standards (Safeguards)

4.2 Project Results and Impacts

- Progress towards objective and expected outcomes (\*)
- Relevance (\*)
- Effectiveness (\*)
- Efficiency (\*)
- Overall Outcome (\*)
- Sustainability: financial (\*), socio-economic (\*), institutional framework and governance (\*), environmental (\*), and overall likelihood (\*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting Issues
- GEF Additionality
- Catalytic/Replication Effect
- Progress to Impact

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<sup>7</sup> See ToR Annex F for rating scales.

5. Main Findings, Conclusions, Recommendations & Lessons
  - Main Findings
  - Conclusions
  - Recommendations
  - Lessons Learned
6. Annexes
  - TE ToR (excluding ToR annexes)
  - TE Mission itinerary, including summary of field visits
  - List of persons interviewed
  - List of documents reviewed
  - Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
  - Questionnaire used and summary of results
  - Co-financing tables (if not include in body of report)
  - TE Rating scales
  - Signed Evaluation Consultant Agreement form
  - Signed UNEG Code of Conduct form
  - Signed TE Report Clearance form
  - *Annexed in a separate file:* TE Audit Trail
  - *Annexed in a separate file:* relevant terminal GEF/LDCF/SCCF Core Indicators or Tracking Tools, as applicable

#### ToR Annex D: Evaluation Criteria Matrix template

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF Focal area, and to the environment and development priorities at the local, regional and national level?			
<i>(include evaluative questions)</i>	<i>(i.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.)</i>	<i>(i.e. project documentation, national policies or strategies, websites, project staff, project partners, data collected throughout the TE mission, etc.)</i>	<i>(i.e. document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.)</i>
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?			
Sustainability: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?			
Gender equality and women's empowerment: How did the project contribute to gender equality and women's empowerment?			
Impact: Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?			

*(Expand the table to include questions for all criteria being assessed: Monitoring & Evaluation, UNDP oversight/implementation, Implementing Partner Execution, cross-cutting issues, etc.)*

## ToR Annex E: UNEG Code of Conduct for Evaluators

Independence entails the ability to evaluate without undue influence or pressure by any party (including the hiring unit) and providing evaluators with free access to information on the evaluation subject. Independence provides legitimacy to and ensures an objective perspective on evaluations. An independent evaluation reduces the potential for conflicts of interest which might arise with self-reported ratings by those involved in the management of the project being evaluated. Independence is one of ten general principles for evaluations (together with internationally agreed principles, goals and targets: utility, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism).

### Evaluators/Consultants:

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.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

### Evaluation Consultant Agreement Form

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

Name of Evaluator: \_\_\_\_\_

Name of Consultancy Organization (where relevant): \_\_\_\_\_

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

Signed at \_\_\_\_\_ (Place) on \_\_\_\_\_ (Date)

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

## ToR Annex F: TE Rating Scales

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

## ToR Annex G: TE Report Clearance Form

**Terminal Evaluation Report for (Project Title & UNDP PIMS ID) Reviewed and Cleared By:**

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

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

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

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

## ToR Annex H: TE Audit Trail

*The following is a template for the TE Team to show how the received comments on the draft TE report have (or haven't) been incorporated into the final TE report. This Audit Trail should be listed as an annex in the final TE report but not attached to the report file.*

**To the comments received on (date) from the Terminal Evaluation of (project name) (UNDP Project PIMS #)**

The following comments were provided to the draft TE report; they are referenced by institution/organization (do not include the commentator's name) and track change comment number ("#" column):

Institution/ Organization	#	Para comment location	Comment/Feedback on the draft TE report	TE team response and actions taken

## Annex II: Itinerary of Activities of the Final Evaluation Mission

Date	Travel from	Travel to	Activity	Landscape	Responsible Party
6/7/2022	OR Tambo Airport	Pretoria	Dr. Arun Rijal will arrive in South Africa, travel to Pretoria (45 minutes by car) and meetings with UNDP CO and PMU if time allows (otherwise move to 2022/06/08)		
6/8/2022	Pretoria	Pretoria	Meetings Pretoria with Implementing Partners DFFE and DALRRD		PMU
6/9/2022	Pretoria	Jane Fure	Travel with CSIR by car 4 hours - meetings beneficiaries	Olifants	CSIR
6/10/2022	Jane Fure	Pretoria	Visit Olifants landscape, meetings beneficiaries and travel back to Pretoria - 4 hours by car	Olifants	CSIR
6/11/2022		Pretoria	Day off		
6/12/2022	Pretoria - OR Tambo Airport	George	Fly to George 2 hours - car to Willowmore 2.5 hours		
6/13/2022	Willowmore	Baviaanskloof	Travel by car 2 hours, project visit and interviews and back to Willowmore	Baviaanskloof	Living lands
6/14/2022	Willowmore	Loxton	4 hours by car - Visit Loxton commonage	Karoo	EWT
6/15/2022	Loxton	Queenstown	Loxton interviews in morning - travel afternoon to Queenstown by car 6 hours	Karoo	EWT
6/16/2022	Queenstown	Machubeni	Visit Machubeni landscape and interviews - travel back to Queenstown 2 hours to Machubene and back	Machubeni (Eastern Cape)	RU
6/17/2022	Queenstown	East London Airport - OR Tambo	2.5 hours by car and 1.5 hours flight from EL to JHB		
6/18/2022	Johannesburg to Ktm		Arun Rijal will fly back to Nepal		



### Annex III: Persons Interviewed

SN	Name	Location	Position
1	Ms. Tizwilondi Rambau	Pretoria online	Focal person
2	Dr. Janice Golding	Pretoria online	Co-chair, UNDP program Manager
3	Mr. Klass Manolo	Online	Co-chair, PSC
4	Mr. Frederick Mbundzuka Shikweni	UNDP CO, Pretoria	M&E Focal Pont
5	Mr. Sangsun Kwon	UNDP CO, Pretoria	M&E team UNDP
6	Ms. Kgomotso Maditse	UNDP CO, Pretoria	Programme Associate, UNDP
7	Mr. Paul Avenant	Online	DALRRD
8	Mr. Theunis Morgenthol	Online	DALRRD
9	Mr Cooper Sebesebe	Olifants	Agriculture Extension Officer
10	Kennedy Nemutamvuni	Online	Co-Chair PSC, D
11	Machuene Tshepape	Pretoria	DFFE
12	Mr. Lehman Lindeque	Pretoria	PMU
13	Ms. Kyra Lunderstedt	Pretoria	PMU
14	Mr. Jean-Marc Mwenge Kahinda	Olifants	Principal Researcher, CSIR
15	Mr. Shadrack Modiba	Olifants	Teacher, Mpanama School Garden
16	Ms. Boshomane Moreene	Olifants	Principal, Mpanama School
17	Mr Makola Stepa	Olifants	Farmer
18	Mr. Wilinton Makanatleng	Olifants	NextGEN Farmer
19	Ms Cation Mmako	Olifants	NextGEN Farmer
20	Mr Peace Makubung	Olifants	NextGEN Farmer
21	Mr. Ntage Junior Sekgala	Olifants	Small Grant Programme
22	Mrs. Ridah Mamothibedi Kgapola	Olifants	Small Grant Programme, Member of land rehabilitation group
23	Ms. Mellosoam Allen	Bavianskloof	Officer Manager, Living Land
24	Ms. Lois Stahl	Bavianskloof	Beneficiary of Communal land program
25	Mr. Alm Maganie	Bavianskloof	Community Livestock Group member
26	Mr. James Reeler	Online	WWF SA

27	JP. Le Roux	Online	Extension Officer, Dept. Agriculture & Environemtn Northeren Cape
28	Jacod Alnevan Luyt	Online	Land Owner
29	Mandy Schumann	Online	Land Owner
30	Mr. Poul Vorster Dewald van rooi	Loxton	Loxton Commonae Emerging Farmer
31	Lugall De Biuyn	Loxton	Young Generation Farmer
32	Llewellyn Jacobs	Loxton	Young Generation Farmer
33	Ms. Danielle du Toit	Karoo	EWT
34	Prof. James Gambiza	RU	Focal Point
35	Mr. Bongani Ntsomi	RU	LCA
36	Ms. Thantaswa Zondani	Machubeni	M.Sc. student, Livestock
37	Ms. Jdah Bbengo	Machubeni	Student, CA & Livelihood
38	Dr. Menelisi Falayi	Machubeni	Governnance Hub
39	Mr. Monde Duma	Machubeni	PhD Candidate
40	Mr. khumzi Madikane	Machubeni	Farmer related to Rangeland
41	Mr. Globani Allbert		Kaleni, farmer
42	Mr. Sithembele Mgolombeni	Machubeni	Sub-headman, traditional leader
43	Novuzwe Nyali	Machubeni	Home garden farmer
44	Boomplasas	Machubeni	Farmer
45	Ms Nolusinelso Nyathela	Machubeni	Home garden
46	Mr. Boomplass	Machubeni	Demo plot member
47	Ms Thoko Mgolo	Machubeni	Member of deop plot
48	Dr. Rebecca Powel	Online	Project Coordintor, RU
49	Ms. Karen Milne	Online	Project Finance staff, RU
50	Ms. Candice Stevens	Online	Wilderness Foundation Africa Constulant for Outcome 4.

## **Annex IV: Documents Reviewed**

1. Project Document
2. 10 Partner agreement documents
3. EWT micro assessment review
4. PIF document resubmission
5. CEO Endorsement Request
6. CSIR Micro Assessment Review
7. Signed Cover Page SLM Project Document
8. SLM ProDoc final
9. Rhodes University Micro Assessment Review
10. 20 BTOR reports
11. PIR 2018
12. PIR 2018
13. PIR 2019
14. PIR 2020
15. CSIR Q3 Final signed progress report
16. EWT Q3 2017
17. Consolidated activities and budget 2016
18. Quarterly Report EWT 2017 Q4
19. GEF5 Quarterly Report Q2 2017 RU
20. GEF Quarterly Report Q3 2017 RU
21. GEF Quarterly Report Q4 RU
22. GEF SLM 2017Q4, CSIR
23. Consolidated AWP 2017
24. SLM project payment Schedule 2017
25. Quarterly reports submitted by all partner organisation 2018
26. Quarterly reports submitted by all partner organisation 2019
27. Quarterly reports submitted by all partner organisation 2020
28. Quarterly reports submitted by all partner organisation 2021-22
29. MTR Report
30. UNDP management response to MTR Report
31. 8 PSC minutes
32. Tracking tools
33. Meeting Actions DFFE 1<sup>st</sup> June 2020
34. Meeting Notes DFFE 4<sup>th</sup> Sept 2020
35. Meeting Notes DFFE 23 March 2020
36. ARC-UNDP Meeting minutes 2019
37. RU-PMU planning Meeting 2019
38. SA CPD 2020
39. GEF 5 SLM Project Stakeholders
40. SLM GEF initiatives
41. Project initiation Workshop Minutes March 2017
42. Result Framework 2022
43. [www.karooforever.org.za](http://www.karooforever.org.za)

## Annex V: Evaluation Question Matrix

<u>Evaluation Criteria/Questions</u>	<u>Indicators</u>	<u>Sources</u>	<u>Methodology</u>
<b>Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?</b>			
<b>Relevance:</b> How does the project related to the main objective of the GEF focal area, country priorities and to the environment and development priorities at the local, regional and national level? Is project related to country priority and how project address country priorities? Is project related to the UNDP country development framework?	<ul style="list-style-type: none"> <li>• Project objectives and activities related to objective of GEF focal area and priorities at national, local and regional level</li> <li>• Consistency and contribution to GEF focal area objectives and to national development strategies</li> <li>• Stakeholder views on project's significance and potential impact related to the project objective</li> <li>• Related to national priorities and UNDP country development framework.</li> </ul>	<ul style="list-style-type: none"> <li>• Project documents, report vs GEF document and Government development plans, UNDP country development framework etc.</li> <li>• Interview stakeholders at different level</li> </ul>	<ul style="list-style-type: none"> <li>• Project report review in the light of GEF and UNDP documents and government's national development priorities</li> <li>• Interviews with relevant personnel</li> </ul>
<b>Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?</b>			
<b>Achievements:</b> Are there indications that the project has completed its final targets that contributed to, or enabled progress towards reduced costs of ecological restoration South Africa for improved ecosystem resilience and reduced vulnerability of livelihoods to climate shocks. Has capacity of the relevant Ministry/department to apply climate-smart ecosystem rehabilitation and management measures? Are tools for the analysis of vulnerability and the development of innovative SLM interventions available? Are identified activities	<ul style="list-style-type: none"> <li>• Cost effective ecological restoration program implemented</li> <li>• Capacity of government staffs and communities enhanced to apply climate-smart ecosystem rehabilitation and management measures.</li> <li>• Tools available for SLM interventions.</li> <li>• Climate friendly activities developed on existing knowledge and best available technologies demonstrated at the local level.</li> <li>• Reduction in climate change risk in the landuse sector</li> <li>• Improved ecosystem resilience and</li> </ul>	<ul style="list-style-type: none"> <li>• Project Reports</li> <li>• Interview with stakeholders.</li> <li>• Observation in the field.</li> <li>• <b><u>Result framework</u></b></li> </ul>	<ul style="list-style-type: none"> <li>• Review of project reports/documents.</li> <li>• Interaction with local to national level stakeholders.</li> <li>• Field observation.</li> <li>• Analysis of RF in light of the issues that project aimed to address.</li> </ul>

<p>demonstrated at the local level, build on existing knowledge and best available technologies?</p> <p>Is result framework appropriate to analyse the progress towards the development objectives?</p> <p>Are activities and indicators SMART ?</p> <p>Are activities and indicators in result framework (RF) relevant to address the targeted objectives and outcomes?</p>	<p>reduction of vulnerability</p> <ul style="list-style-type: none"> <li>• Appropriate activities in the RF to address the issues and indicators are appropriate to evaluate the achievements.</li> </ul>		
<p><b>Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting and project communications supporting the project's implementation?</b></p>			
<p><b>Efficiency:</b> Was the project implemented efficiently in-line with international and national norms and standards?</p>	<ul style="list-style-type: none"> <li>• Reasonableness of the costs relative to scale of outputs generated</li> <li>• Efficiencies in project delivery modalities</li> <li>• Consistency and contribution to GEF focal area objectives and to national development strategies</li> <li>• Changes in project circumstances that may have affected the project relevance and effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Financial statements</li> <li>• Project structure and function</li> <li>• Project document and annual reports</li> <li>• Experience of project staffs and other relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of financial statements.</li> <li>• Analysis of project structure and functionalities</li> <li>• Analysis of project circumstances in project document (past and present)</li> <li>• Interaction with relevant stakeholders</li> </ul>
<p><b>Effectiveness:</b> To what extent have the expected outcomes and objectives of the project been achieved?</p>	<ul style="list-style-type: none"> <li>• Level of achievement of expected outcomes or objectives to date</li> <li>• Long term changes in landuse across the two sites and management processes, practices and awareness that can be attributable to the project</li> <li>• Enhanced capacity of relevant institutions</li> <li>• Favourable management option and effective implementation of efficient and sustainable land management</li> </ul>	<ul style="list-style-type: none"> <li>• Change in the ground situation observed.</li> <li>• Policy/strategy or program formulation activities included women and their issues incorporated.</li> <li>• Policies/strategies/ programs effectively implemented</li> <li>• Institutions strengthened</li> </ul>	<ul style="list-style-type: none"> <li>• Report with information on effective implementation of activities and strategies</li> <li>• Report on intuition setup</li> <li>• Interaction with the policy level people to ground level communities and field staffs.</li> <li>• Polity document review report.</li> <li>• Field verification of activities</li> </ul>

	<ul style="list-style-type: none"> <li>• Participation of women in all activities of the project</li> </ul>		
<b>Impacts:</b> Has the project activities addressed to stop soil erosion and land degradation? Are ecological functioning and resilience in the Karoo, Eastern Cape and the Olifants landscapes increased?	<ul style="list-style-type: none"> <li>• Improved monitoring.</li> <li>• Increase in knowledge among communities regarding land degradation and climate change risk management.</li> <li>• Measurable improvements from baseline levels in technical management capacity of government staffs.</li> <li>• Area of degraded land under improved SLM practices.</li> <li>• Decrease in soil erosion and land degradation.</li> <li>• Ecological functioning and resilience of landscapes increased.</li> </ul>	<ul style="list-style-type: none"> <li>• Project Reports</li> <li>• Interview with stakeholders.</li> <li>• Observation in the field.</li> </ul>	<ul style="list-style-type: none"> <li>• Review of project reports/documents.</li> <li>• Interaction with local to national level stakeholders.</li> <li>• Field observation.</li> </ul>
<b>Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?</b>			
<b>Sustainability:</b> To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?	<ul style="list-style-type: none"> <li>• Degree to which outputs and outcomes are embedded within the institutional framework (policy, laws, organizations, procedures)</li> <li>• Implementation of measures to assist financial sustainability of project results</li> <li>• Observable changes in attitudes, beliefs and behaviours as a result of the project</li> <li>• Change in knowledge among the local communities</li> <li>• Measurable improvements from baseline levels in knowledge and skills of targeted staffs.</li> </ul>	<ul style="list-style-type: none"> <li>• Project report</li> <li>• Observation in the field</li> <li>• Interview with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Review of project reports.</li> <li>• Observation in the field to see impact on the ground</li> <li>• Interaction with stakeholders</li> </ul>



## Annex VI: Summary Evaluation of Project Achievements by Objectives and Outcomes

The Project Result Framework in the Project Document was reviewed in the Inception Report. The present evaluation matrix uses the version contained in the Inception Report and also used by the MTR.

### KEY:

**GREEN** = Indicators show achievement successful at the end of the Project.

**YELLOW** = Indicators show achievement nearly successful at the end of the Project.

**RED** = Indicators not achieved at the end of Project.

HATCHED COLOUR = estimate; situation either unclear or indicator inadequate to make a firm assessment against.

**Project Objective:** “To strengthen the enabling environment for the adoption of knowledge-based SLM models for land management and land/ecosystem rehabilitation in support of the green economy and resilient livelihoods through capacity building, improved governance and financial incentives demonstrated in the Karoo, Eastern Cape and Olifants.”

	Indicator	Baseline	End Targets of project	Progress at last PIR June 2021	Cumulative achievement by end of project	Justification
<b>Outcome 1</b> Economically viable, climate-smart land/ecosystem rehabilitation and management practices operationalised across 53,900 hectares of the Karoo, Eastern Cape and Olifants landscapes (with potential for upscaling to cover 150,000 hectares)	Area of degraded land under improved SLM practices in three landscapes	<ul style="list-style-type: none"> <li>- Karoo: 500,000 hectares of degraded land</li> <li>- Olifants: 41,300 hectares of degraded land</li> <li>- Eastern Cape: 11,733 hectares of degraded land</li> </ul>	<ul style="list-style-type: none"> <li>- Karoo: At least 150,000 hectares under SLM practices (changed to 50 000 ha in MTR)</li> <li>- Olifants: 16,000 hectares under SLM practices</li> <li>- Eastern Cape: 1,300 ha under SLM practices</li> </ul>	Overall progress on Outcome 1 is Partially Achieved and Off Track (estimated at 60% average progress across outputs-please note that all % are an estimate provided by the RPs of their progress against deliverables). Progress toward target hectares across all three	<p>Overall progress toward deliverables is 84.7%</p> <p><b>Overall Hectres</b></p> <ol style="list-style-type: none"> <li>1. Under integrated farm plans: 77 915 ha</li> <li>2. Under rehab plans: 11 945 ha</li> <li>3. Soil erosion control &amp; rehab: 1063,44 ha</li> <li>4. Bush clearing and AIPS: 433 ha (+ 20 000 ha initiated trial for biocontrol)</li> </ol>	The achievement is below the final targets.

				<p>landscapes: 30% or 20 438.25 ha (Important to note the adjustment of hectares as per the MTR stated in the 2020 PIR).</p> <p>Hectare progress per landscape and output delivery:</p> <ul style="list-style-type: none"> <li>- EC landscape target of 1 300 ha is on track but quality of deliverables requires increased input from the PMU.</li> <li>- Karoo target of 50 000 ha is off-track, delivery of outputs is on track.</li> <li>- The Limpopo landscape target of 16 000 ha is severely off track, this target will not be achieved by the end of the project. Delivery towards outputs is on track.</li> </ul>	<p>5. Stewardship: 32 198 ha + 53 000 ha from MZCPE</p> <p>6. Home garden agroforestry and vegetable gardens: ??</p> <p>7. Fodder and cover crops: 46 ha</p> <p>8. 40 ha conservation agriculture (Lucerne and oats)</p> <p><b><u>Karoo:</u></b> Total area under SLM landscape plan is 101 156 ha</p> <p>Stewardship: 24 680 ha in process Rehab: 7000 ha Fencing and rotational grazing: 2 891 ha Area in process for SLM in the MZCPE: 53 000 ha <i>Total hectares under varying SLM measures: 87 571 ha</i></p> <p>6 land users engaged in rangeland management</p> <p><b><u>Olifants:</u></b> Total area placed in SLM landscape plan is 602 355 ha</p>	
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					<p>Soil erosion control: 373,44 ha Bush clearing/AIPs: 432 ha Home garden agroforestry: <b>xx ha</b> <i>Total hectares under varying SLM measures: <b>xx</b></i></p> <p>3 670 trees planted xx hh with HGA, outscaled to xx hhs xx schools planted 11 990 ponds/soil bunds dug</p> <p><b><u>Eastern Cape- Macubeni:</u></b></p> <p>Total area placed in SLM landscape plan is 6 144 ha</p> <p>Grazing management and rehab: 3 944 ha Active erosion control: 6 ha Bush clearing: 0,5 ha 30 ha forage oats 10 ha effective Lucerne <i>Total hectares under varying SLM measures: <b>3 990,5 ha</b></i></p> <p>50 farmers established with Vetiver nurseries and trained</p>	
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					10 of 25 Lucerne plots of 1 ha viable 30 hh grew 1 ha of forage oats in Macubeni 10 springs and water points rehabilitated. 52 water tanks installed and operational	
<b>Outcome 2</b> Increased knowledge and institutional capacity of DALRRD, DWS, relevant departments and local communities to reduce degradation from livestock and crop production and to restore currently degraded lands through the application of knowledge-based land management practices	Increased capacity of government officials, restoration practitioners and other stakeholders related to SLM practices as measured by capacity assessment scorecard	Score: 2 (there is some capacity for design and implementation of SLM practices, but this is nascent)	Score: at least 4 (there is widespread but not comprehensive capacity for design and implementation of SLM practices)	Outcome 2 is partially achieved and on track, with an overall average % progress of 67%.	Outcome 2 is 80% achieved against all deliverables.  <b><u>1.Scores</u></b> Score 3,5 across landscapes. Karoo: 4 Baviaanskloof: 3 Machubeni: 4 Olifants: 3  <b><u>2.Training and awareness</u></b>  <b>EWT:</b> Integrated Farm Planning Course developed and completed by 135 participants and accessible online, in English and Afrikaans.  Training in permaculture and “Bossie days”- 44 people	The achievement is below the final target.

					<p>18 AgriSeta qualifications achieved</p> <p>Responsible Wool standards training- 30 students 177 attending Information Days</p> <p>29 trained in First Aid</p> <p>114 participated in a knowledge exchange</p> <p>14 District and local municipality events held</p> <p><b>Rhodes- Macubeni</b> 170 farmers trained in rangelands management and 5 conservation agreements signed in partnership with Meat Naturally</p> <p>Livestock auction facilitated by Meat Naturally- 96 cattle sold worth R468 999. Auctions now organised by community in Macubeni.</p> <p>151 livestock owners in three villages</p>	
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					<p>actively participating in rotational resting</p> <p>11 District and local municipality events held</p> <p>6 farmer study groups developed</p> <p>2 Landscape and Rehabilitation plans developed</p> <p>Training in erosion control- 54 men, 141 women, 20 youth and 4 disabled (168)</p> <p>Two trainings in improved livestock and rangeland management: 62 men, 44 women, 10 youth, 1 disabled (106)</p> <p>Two trainings for the Multistakeholder forum on mandate and sheep farming- 53 ppl</p> <p>Mxumbu Youth group training in conservation agri- 4 men, 24 women, 3 youth, 4 disabled (28)</p> <p>Bookkeeping training- 35</p>	
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					<p>Training in fodder production (50), rangeland management-Molteno (15), Vetiver production (15), Livelihoods and gender equity (58).</p> <p>ARC Free-range beef production (28)</p> <p><b>CSIR- Olifants</b> Home garden agroforestry- 102 Rainwater harvesting- 75</p> <p><b><u>2.Products</u></b></p> <p><u>Posters:</u> EWT: Climate change in the Karoo, Rehab of riparian areas, tortoises of the Karoo, control of Prosopis, SLM (4) CSIR:</p>	
<b>Outcome 3</b> Enabling environment for promoting	Number of hectares of restored spekboomveld in the Baviaanskloof	9,081 hectares of degraded spekboomveld	At least 1,000 hectares of degraded spekboomveld is restored	Output 3.4: 1,000 hectares of degraded spekboomveld	Outcome 3 is 80% achieved against all deliverables.	The achievement is below the final target. Less than targeted areas

rehabilitation of degraded land through carbon sequestration (including accessing and capitalising on carbon markets and the preparation of MRV documentation) in the Eastern Cape strengthened				<p>restored in the Baviaanskloof. Partially achieved- 70% progress.</p> <p>Total hectares under SLM= 836 ha i.e. 84% completed towards target of 1000 ha.</p> <p>Completed: Thicket Restoration Plan for 1000 ha.</p>	<p>Output 3.4 To date 994 ha of degraded spekboom veld has been rehabilitated by different SLM measures including ponding, low cost soil conservation measures, exclusion plots and fencing to avoid degradation of intact Thicket areas. A further 6 ha was put under cover crops as regenerative agriculture SLM Practice. Total are protected by different forms of SLM 1000 ha</p> <p>In addition a Thicket Restoration Plan has been developed for 1000 ha of degraded Spekboomveld, Planting Protocols for Spekboom Planting and a Water Management Plan for the fountains of Sewefontein, the distribution, use and conservation of that water source by 4 different properties.</p>	<p>of Spekboomveld is restored.</p>
	Existence of a government-endorsed, simplified methodology for	There is currently no simplified methodology for calculation of	Government endorses a simplified methodology for calculation of certified	Output 3.1: Simplified government	<p>Output 3.1: 90% completed Methodology completed, published</p>	The methodology is not approved yet.

	calculation of certified emissions reductions/carbon credits from spekboomveld restoration	certified emissions reductions/carbon credits from spekboomveld restoration	emissions reductions/carbon credits from spekboomveld restoration	approved methodology for above-ground carbon assessments. Partially achieved and on track- 88% progress.	as part of PhD and scientific article on methodology. Government approval is still pending but submitted to relevant authorities.	
	<p>Number of land users signing MoUs to form a Baviaanskloof Programme of Activities/Grouped Project</p> <p>Project Design Documents for a Baviaanskloof Programme of activities/Grouped project prepared and verified</p>	No land users in the Baviaanskloof are currently part of a Programme of Activities/Grouped Project	At least 30 land users in the Baviaanskloof sign an MoU to participate as proponents in a Programme of Activities/Grouped Project	Output 3.3: Project Design Documents for a Baviaanskloof Programme of Activities/Grouped Project prepared and verified. Partially achieved- 30% progress and on track pending finalisation of other deliverables.	<p>Outcome 3.2 complete. Baseline assessments completed on 1000 ha. Target was revised during MTR. No need to assess 3500 ha if only 1000 ha will be rehabilitated.</p> <p>Output 3.3 60% completed Various stakeholder engagements to convince land users to participate. Farm Plans completed for two communal farms. Engagement with Baviaanskloof Conservancy around MOU related to improved land management, thicket rehabilitation and potential for carbon offsets. Completed overview of institutional structure of the Baviaanskloof</p>	Preparation for carbon offset claim is not completed. Verification not yet completed.

					<p>Conservancy and how carbon offsets programme could be channelled through this institution.</p> <p>Finalise selection of methodology and standard in line with best options for long term returns (Business Case).</p> <p>Develop project design document for carbon offsets in Baviaanskloof with expert consultant. Verification not yet completed, but underway, international verifier has been contracted.</p>	
<b>Outcome 4</b> Financing and governance frameworks strengthened to support the adoption of SLM approaches					<p>Output 4.1: 0% completed, not done to avoid duplication of effort. Comprehensive analysis of SLM options, including financial modelling, investigation of market opportunities, cost-benefits analyses and a public expenditure review undertaken.</p> <p>Wilderness Foundation Africa was contracted to complete Outcome 4. Comprehensive analysis forms part of previous</p>	Strategy is not approved and endorsed.

	SLM practices are mainstreamed into national and sub-national strategies for development and land-use planning	There is currently little integration of SLM practices into national and sub-national strategies for development and land-use planning. Where these do exist, they are seldom based on up-to-date scientific knowledge on SLM best practices and do not always incorporate a diverse range of stakeholder priorities.	A strategy for integrating SLM into development and land-use planning has been developed and implemented at the national and sub-national levels.	Partially achieved and on track- Overall progress: 65%	work from them as well as UNDP Biofin Project results. This activity was not done.  Output 4.2 100% Strategy completed, two rounds of inputs from stakeholders and also an expert review team.	
	SLM objectives are mainstreamed into public expenditure, agricultural subsidies and land reform incentives	Current agricultural and related policies do not incentivise the implementation of SLM practices. Consequently, land users are unable to take advantage of opportunities for implementation of SLM practices in currently degraded landscapes.	A comprehensive set of policy recommendations that mainstream long-term SLM objectives into policies related to <i>inter alia</i> agriculture, rangeland management, biodiversity, soil and water conservation and land reform.		Output 4.3 Policy recommendations to mainstream SLM objectives into public expenditure, agricultural subsidies and land reform incentives all form part of strategy document.	Recommendation made but SLM mainstreaming is not completed yet.

					<p>Output 4.4: A national platform on SLM, finance and land/ecosystem rehabilitation in place for national dialogue on the role of SLM in the green economy to support the National Coordinating Body for UNCCD to engage more strategically in SLM, finance and land, ecosystem rehabilitation debate.</p> <p>100% completed.</p> <p>Agriculture and SLM is fully onboarded with Sustainable Land Finance Coalition with an Incubator with various representatives from government, private sector and potential funders to secure funding for Cross-sectoral extension support</p>	
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## Annex VII: Questionnaires Used

### **Project Strategy Project design:**

- Has project design addressed issues related to land degradation?
- Were lessons from other projects used in designing the project?
- Does project addressed country priorities? Was the project concept in line with the national sector development priorities and plans of the country?
- were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?
- Is gender issues were raised in the project design.

### **ii. Framework/Logframe:**

- Are indicators “SMART”?
- Are the project’s objectives and outcomes or components clear, practical, and feasible within its time frame?
- Are broader development and gender aspects of the project are being monitored effectively?

### **iii. Relevance, Effectiveness and Efficiency**

- Were the context, problem, needs and priorities well analysed and reviewed during project initiation?
- Were the planned project objectives and outcomes relevant and realistic to the situation on the ground?
- Is the project strategy and intervention logic coherent and realistic? Does the strategy and intervention logic hold or did it need to be adjusted?
- Do outputs link to intended outcomes which link to broader paradigm shift objectives of the project?
- Are the planned inputs and strategies identified realistic, appropriate and adequate to achieve the results? Were they sequenced sufficiently to efficiently deliver the expected results?
- Are the outputs being achieved in a timely manner? Is this achievement supportive of the strategy and pathways identified?
- What and how much progress has been made towards achieving the overall outputs and outcomes of the project (including contributing factors and constraints)?
- To what extent is the project able to demonstrate changes against the baseline (assessment in approved Funding Proposal) for the UNDP-GEF investment criteria (including contributing factors and constraints)?
- How realistic are the risks and assumptions of the project?
- How did the project deal with issues and risks in implementation?
- To what extent did the project’s M&E data and mechanism(s) contribute to achieving project results?
- Have project resources been utilized in the most economical, effective and equitable ways possible (considering value for money; absorption rate; commitments versus disbursements and projected commitments; co-financing; etc.)?
- Was the project’s governance mechanisms functioning efficiently?
- To what extent did the design of the project help or hinder achieving its own goals?
- Were there clear objectives, outcome and strategy? How were these used in performance management and progress reporting?
- Were there clear baseline indicators and/or benchmark for performance measurements? How were these used in project management? To what extent and how did the project apply adaptive management?
- What, if any, alternative strategies would have been more effective in achieving the project objectives?

### **vi. Management Arrangements**

- Whether there is an appropriate focus on results ?

- Has UNDP provided adequate support to the implementing Agency/Implementing Partner and Project Team ?
- How was quality and timeliness of technical support to the implementing Agency/Implementing Partner and Project Team?
- Were social, environmental risks identified and was adequate mitigation and management of environmental and social risks arranged?
- Whether there is an appropriate focus on of implementing agency on results and timeliness?
- Quality of risk management ?
- Does government own the project results?
- Were there adequate mitigation and management of environmental and social risks?

**vii. Work Plan**

- Review any delays in project start-up and implementation, identify the causes and examine if they were solved.
- Identify if work-planning process were results-based.
- Examine the use of the project's results framework/logframe as a management tool and review any changes made to it since the project start.

**viii. Finance and Co-Finance**

- Whether strong financial controls have been established that allowed the project management to make informed decisions regarding the budget at any time and allow for the timely flow of funds and the payment of satisfactory project deliverables.
- Variances between planned and actual expenditures.
- Whether the project demonstrated due diligence in the management of funds, including annual audits.
- Any changes made to fund allocations because of budget revisions and the appropriateness and relevance of such revisions.

**ix. Project level M&E Systems**

- The quality of the Monitoring and Evaluation (M&E) plan's implementation: Was the M&E plan sufficiently budgeted and funded during project preparation and implementation thus far?
- The appropriateness of the M&E systems to the project's specific context.
- Did the monitoring tools provide the necessary information? Did they involve key partners? Were they aligned or mainstreamed with national systems? Did they use existing information? Were they efficient? Were they cost-effective? Were additional tools required?
- The extent to which the Project Team was using inclusive, innovative, and participatory monitoring systems
- The extent to which follow-up actions, and/or adaptive management, were taken in response to the PIRs
- The extent to which development objectives were built into monitoring systems: How were perspectives of women and men involved and affected by the project monitored and assessed? How were relevant groups' (including women, children, elderly, disabled, and poor) involvement with the project and the impact on them monitored?
- Adequacy of mitigation and management of environmental and social risks as identified through the UNDP Environmental and Social screening procedure

**x. Stakeholder Engagement**

**15. MTR will include Stakeholder involvement regarding:**

- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Participation and country-driven processes: Did local and national government stakeholders support the objectives of the project? Did they continue to have an active role in project decision-making that supported efficient and effective project implementation?

- Participation and public awareness: How have stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives? Were there any limitations to stakeholder awareness of project outcomes or to stakeholder participation in project activities? Was there invested interest of stakeholders in the project's long-term success and sustainability?

## Annex VIII: Rating Scales

### i) Criteria used to evaluate the Project by the Final Evaluation Team

Highly Satisfactory (HS)	Project is expected to achieve or exceed all its major global environmental objectives, and yield substantial global environmental benefits, without major shortcomings. The project can be presented as “good practice”.
Satisfactory (S)	Project is expected to achieve most of its major global environmental objectives, and yield satisfactory global environmental benefits, with only minor shortcomings.
Moderately Satisfactory (MS)	Project is expected to achieve most of its major relevant objectives but with either significant shortcomings or modest overall relevance. Project is expected not to achieve some of its major global environmental objectives or yield some of the expected global environment benefits.
Moderately Unsatisfactory (MU)	Project is expected to achieve some of its major global environmental objectives with major shortcomings or is expected to achieve only some of its major global environmental objectives.
Unsatisfactory (U)	Project is expected not to achieve most of its major global environment objectives or to yield any satisfactory global environmental benefits.
Highly Unsatisfactory (U)	The project has failed to achieve, and is not expected to achieve, any of its major global environment objectives with no worthwhile benefits.

### ii) Scale used to evaluate the sustainability of the Project

Likely (L)	There are no risks affecting this dimension of sustainability.
Moderately Likely (ML)	There are moderate risks that affect this dimension of sustainability.
Moderately Unlikely (MU)	There are significant risks that affect this dimension of sustainability.
Unlikely (U)	There are severe risks that affect this dimension of sustainability.

### iii) Rating scale for outcomes and progress towards “intermediate states”

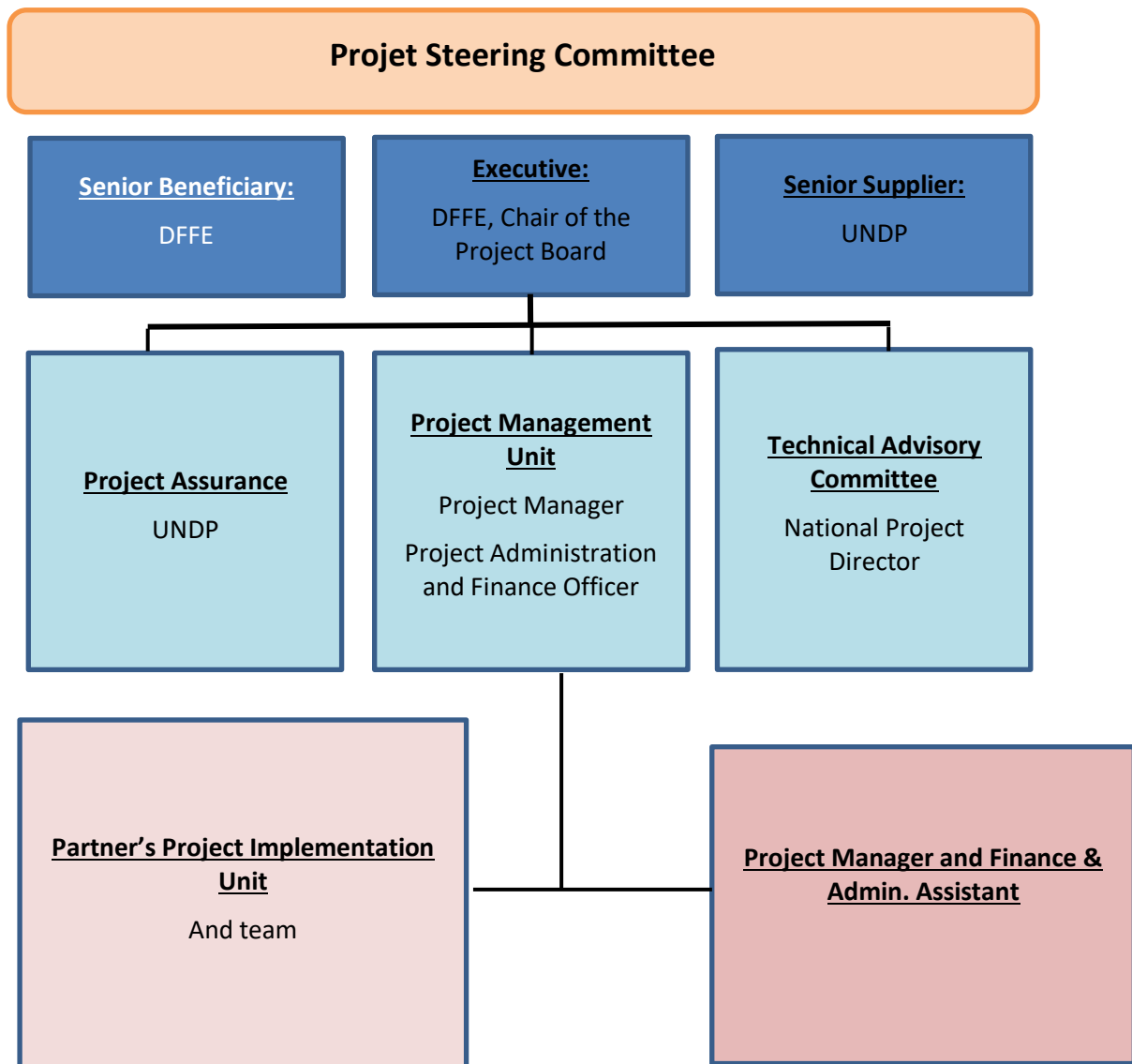
Outcome Rating	Rating on progress toward Intermediate States
D: The project’s intended outcomes were not delivered	D: No measures taken to move towards intermediate states.
C: The project’s intended outcomes were delivered, but were not designed to feed into a continuing process after project funding	C: The measures designed to move towards intermediate states have started, but have not produced results.
B: The project’s intended outcomes were delivered, and were designed to feed into a continuing process, but with no prior allocation of responsibilities after project funding	B: The measures designed to move towards intermediate states have started and have produced results, which give no indication that they can progress towards the intended long term impact.
A: The project’s intended outcomes were delivered, and were designed to feed into a continuing process, with specific allocation of responsibilities after project funding.	A: The measures designed to move towards intermediate states have started and have produced results, which clearly indicate that they can progress towards the intended long term impact.

NOTE: If the outcomes above scored C or D, there are no need to continue forward to score intermediate stages given that achievement of such is then not possible.

### iv) Rating scale for the “overall likelihood of impact achievement”.

Highly Likely	Likely	Moderately Likely	Moderately Unlikely	Unlikely	Highly Unlikely
AA AB BA BB+	BB AC+ BC+	AC BC	AD+ BD+	AD BD C	D

## Annex IX: Organizational Structure of Project



## Annex X: Evaluation Consultant Agreement Document

### ANNEX E: EVALUATION CONSULTANT CODE OF CONDUCT AND 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 limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

#### Evaluation Consultant Agreement Form<sup>1</sup>

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

Name of Consultant: Arun Rijal

Name of Consultancy Organization (where relevant): \_\_\_\_\_

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

Signed at plareconline



Kathmandu, 21 April 2022

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



## Annex XII:TE Report Clearance Form

**Terminal Evaluation Report for (*Project Title & UNDP PIMS ID*) Reviewed and Cleared By:**

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

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

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

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

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

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

## Annex XII: Co-financing Table

Co-financing (type/source)	UNDP (US\$)		GEF (US\$)		Govt. of SA (US\$)		Rhodes University (US\$)		EWT (US\$)		Total (US\$)	
	Committ ed	Act ual	Committ ed	Actual	Committe d	Actual	Committed	Actua l	Commi tted	Actual	Comm itted	Actual
Grants	1,000,000	0	4,247,900	4237900							5,247,900	4237900
Loans/Concessions												
• In-kind support					38,729,082	163,334	1,115,251.28	376,687	332,000	145,400	40176333.28	685,421
• Other												
<b>Totals</b>	1,000,000	0	4,247,900	4237900	38,729,082	163,334	1,115,251.28	376,687	332,000	145,400	<b>4,5424,233.28</b>	<b>4,923,321</b>

## Annex XIII: UNDP-GEF TE Report Audit Trail

**To the comments received in December 2020 from the Terminal Evaluation of the project titled, “Securing Multiple Ecosystem benefits through sustainable land management in the productive but degraded landscapes of South Africa”.**

*The following comments were provided in track changes to the draft Terminal Evaluation report; they are referenced by institution (“Author” column) and track change comment number (“#” column):*

[illegible]

