

July 23, 2016



“SIP- Improving policy and practice interaction through civil society Capacity building – PIMS No. 3982”

TERMINAL EVALUATION REPORT

Submitted to

**UNDP-Namibia
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By

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Table 1: Project Summary Table

Project Title:	SIP-Improving Policy and Practice Interaction through Civil Society Capacity-Building- PIMS No. 3982”			
GEF ID	3396			
UNDP Project PIMS:	3982			
Project ID	00079710			
ATLAS Project ID:	00062285			
Duration:	Planned: 3 years; Actual: 3.5 years			
Country	Namibia			
Region:	Sub-Saharan Africa			
SO-1 Focal Area:	Sustainable Land Management (SLM)			
GEF Focal Area Strategic Programme	Land Degradation			
Executing Agency:	Open Society Initiative for Southern Africa (OSISA)			
Implementing partners	(i) Environment and Development in Africa (ENDA) (ii) Equator Initiative/UNOPS			
UNDP Program Regional Strategic Plan Environment and Sustainable Development	Outcome 1: Local capacity for mainstreaming environment into development Outcome 2: Capacities developed in key institutions (African Union, Regional Economic Committees (RECs) and New Partnership for Africa’s Development) to address critical issues of common concern			
ProDoc Signature		27 July 2012		
		<i>At endorsement (US\$ million)</i>	MTE (US\$)	Terminal Evaluation (US\$)
Financing	The GEF	1 740 000	1 287 000.00	1 759 350.00
Co-financing	UNDP	1 500 000	0	Not available
	Others	2 448 180	1 875 000.00	0.00
	Total	3 948 180.00		
Total resources		5 688 180	3 162 000	1 759 350.00
Agreement UNDP/OSISA		20 June 2012		
Date project Starting	Planned starting	27 July 2012	Effective date	08 July 2013
Date project Closing	Planned closing date:	June 2015	Revised closing date	December 2015
Final evaluation	Period: 17 December 2015 to 17-April 2016		Reporting: 25 May to 10 June 2016	Dr. Syaka Sadio

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Acknowledgements

I am delighted for this opportunity to express my sincere thanks to UNDP-Namibia for having selected me to conduct this terminal evaluation. It is my great pleasure to also thank all the implementing partners for their invaluable contribution to this terminal evaluation, in guiding and providing reliable and accurate information and data.

I wish to thank Mr. Nico Willemse, Head of UNDP-Namibia Environment & Energy and his colleagues, particularly Nelson Zakaapi, Hendrik Jossop, Eyram Atiase, Fredrika Imbili and Albertina Iiyambo, for their administrative and operational support, and their provision of project background documents, and assistance in the evaluation planning and monitoring, from the inception phase to this final report.

My sincere thanks go to the Open Society Initiative of Southern Africa (OSISA) Director, Tiseke Kasambala, OSISA Deputy Director, Masego Madzwamuse, Team Leader of the Social Economic Justice Cluster at OSISA Headquarters Office and Dorothy Brislin, OSISA Communication Manager, for their joint coordination and supervision of the Terminal Evaluation and their comprehensive overview of the overall project implementation context, achievements, outcomes, impacts, challenges and difficulties faced. Their perspective on lessons learned and forward-looking vision, and particularly the implementation of the CSO Coalition framework and 2016-2020 Strategic SUSLAND Framework are acknowledged. Also, their warm welcome, hospitality and availability to discuss project issues have been highly appreciated.

I would like to thank Fatima Kaba, Geographer and Environmentalist, and Secou Sarr, ENDA/Director of Energy & Environment Division at *Environnement et Développement en Afrique* (ENDA) for their availability and relevant information and data provided during our meeting at ENDA office, Dakar, Senegal. They also provided useful publications and background documents, which helped better understand the project implementation challenges and the methodological approach used for outcome 1.

My sincere thanks go to the *Secretariat Permanent des ONG* (SPONG) Staff, Sylvestre N. Tientore, Coordinator, and Ernest Compaoré, SPONGS Secretary, for having accepted to meet after working hours and for having provided relevant information and responded to the questionnaire.

The evaluation mission ended with a very friendly discussion at Equator Initiative-UNDP office, New York with Eva Gurria and Eileen de Ravin. At the evaluation closing meeting, the discussions addressed a broader picture of the project implementation, with a particular focus on the Equator Initiative – its vision and activities, Prize award selection criteria, the value-added of the prizes awarded, and the benefits gained by the winning local communities.

I also wish to thank all the stakeholders for comments and suggestions provided on the Inception report, Mission Aide-Memoire and the Draft evaluation report. Particular thanks go to Phemo Karen Kgomotso for her guidance and valuable comments.

The exercise was stimulating. It would be a great pleasure to have the opportunity to provide further support to the follow-up project design and implementation.

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Executive Summary

A. Project background and description

Land degradation is a serious problem in sub-Saharan Africa (SSA), where up to two-thirds of the productive land area is affected. The economic costs of poor land management caused by soil loss and the consequent reduction in fertility levels and productivity have been estimated at US 9 billion per year.

Over 3 per cent of agricultural GDP is lost annually as a direct result of soil and nutrient depletion. Communities suffer the most through the impact of the consequent food and energy insecurity, and foregone investments in social services (infrastructure, markets, communication, health, education, etc.). Moreover, threats to sustainable land resources management and poverty alleviation strategies are constantly evolving.

The project falls under the Sustainable Land Management (SLM) Specific Objective of the Focal Area Strategic Program of the Global Environmental Facility (GEF). It forms part of the Strategic Investment Plan (SIP) under the GEF-funded part of the New Partnership for Africa’s Development (NEPAD), led by the TerrAfrica partnership programme, and is well-aligned with national policies of the SSA countries that promote sustainable land management (SLM, as well as the International Union for Conservation of Nature (IUCN). The project is also aligned with AU/NEPAD and the SSA countries’ national agricultural and food security policies, national strategies for environmental protection, biodiversity conservation, economic growth and poverty reduction), including civil society organizations (CSOs) and grassroots communities involved in defining and implementing development policy and regulations.

Therefore, the project goal is to improve the socio-economic development and livelihoods of rural communities in SSA through SLM. The project aims to remove the barriers to CSOs’ effectiveness in facilitating community participation in SLM in the context of the United Nations Convention to Combat Desertification’s (UNCCD) 10-year strategy. It is expected that the project will be beneficial in addressing land degradation and good governance of the natural resources, and has the potential to make significant and lasting environmental, social and economic differences, both in the short and long term. Indeed, strategic and responsible involvement of all actors, particularly the local community, has become fundamental to the wide-scale adoption of SLM in the region. In this regard, CSOs working closely with the communities can provide an effective mechanism for facilitating inter-community learning, international policy processes, and the dissemination of SLM technologies, in the context of community engagement in the UNCCD 10-year strategy. It is widely agreed that community participation can play an important role in SLM and can support the implementation of the UNCCD framework for combating desertification

The UNCCD 10-year strategy has called for improved CSO networking and a more balanced representation of CSOs from the various regions in the Convention’s events. However, many CSOs struggle with internal capacity to develop programmes and projects and mobilize resources, and have weak governance and management, and as a result, tend to be viewed with suspicion by many governments, which thereby weakening their mandates and effectiveness. Although the UNCCD formulation process made huge efforts to gather inputs from communities, there has not been any significant engagement with communities during implementation. There is a need to develop a mechanism that builds on the lessons learned to date and to work together with TerrAfrica, which would cover the broad SLM agenda while, more importantly, providing a systematic structure to sustain a programme of work – one that continuously raises funds for sustaining the important work of linking SLM policy to practice, and one that strengthens community engagement in the 10-year strategy.

The project goals are: **(i)** to empower local grassroots organizations in SSA to participate and influence the implementation of the UNCCD; **(ii)** to implement TerrAfrica and other SLM processes; and **(iii)** to develop programmes and policies. These goals have been designed to be achieved through two components and three expected outcomes:

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- **Component 1: Increase the capacity of civil society organizations (CSOs) to facilitate community participation in national, regional and international SLM policy and programmes**, towards achieving the following two outcomes:
 - ✓ **Outcome 1:** *Increased technical capacity of CSOs to support on-the ground SLM initiatives and knowledge-based advocacy*; and
 - ✓ **Outcome 2:** *Established partnerships for effective coordination and knowledge transfer*. Under this component, the project will strengthen the policy, practice and science/knowledge cycle to increase the systemic and individual capacity of CSOs to facilitate communities to tackle land degradation, adapt to climate change, and participate in land use and land investment decision-making.
- **Component 2: To hear community voices and to recognize innovation in SLM:** This component will be achieved through one key outcome:
 - ✓ **Outcome 3:** *International SLM dialogue and policy processes effectively informed by community opinion and knowledge*.

1. The total budget approved for the project was US\$1,740,000.00 (cash), provided by the Global Environment Facility (GEF) and \$3,600,000 of cofinancing, of which \$1,500,000 was from UNDP and \$2,100,000 from others, partners.

2. The project was financially executed by the Open Society Initiative of Southern Africa (OSISA), with assistance from the Finance Unit of UNDP-Namibia, based on an agreement signed on June 20th, 2012, amended on July 2013 for the period of 2013-2015. The total expenditure is estimated at \$1,759,350.22, i.e. an execution rate of 101.11 per cent of the allocated budget (\$1,740,000.00).

For the cofinancing, there was no information available as for UNDP and others contributions in cash in cash.

A. The Evaluation Process

This Terminal Evaluation was conducted in accordance with the UNDP Guidelines for Conducting Terminal Evaluations of GEF-Funded Projects. The evaluation team included only one International Senior Consultant (Dr. Syaka Sadio). The in-country evaluation mission was conducted over ten days from 8 to 17 May 2016, in four SSA countries and UNDP headquarters in New York (Annex 3). A participatory and inclusive approach was adopted to effectively involve the various stakeholders and implementing partners in the evaluation process (Annex 2), including extensive stakeholder consultation and interviews (Annex 4). During the evaluation period, from the inception of the evaluation to the end, data collection and analysis were crucial and guided by the terms of reference (TORs) and Results Matrix Framework of the ProDoc (Annex 5).

B. Evaluation Rating Table

The rating of the project performance is based on the criteria of relevance, effectiveness, efficiency, sustainability (environmental, social, financial and institutional) and impact. Table 2 shows the rating scale and the scores. A detailed rating is provided in Table 8 in the main report.

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Table 2: Project performance evaluation rating

CRITERIA	RATING SCALE	PROJECT SCORE
Monitoring and Evaluation (M&E)		
Overall quality of M&E	6	5 – Satisfactory
Implementation Agency & Execution Agency:		
Overall quality of implementation	6	5 – Satisfactory
Implementing Agency execution	6	6 – Highly satisfactory
Executing Agency execution	6	6 – Highly satisfactory
Outcomes :		
Overall quality of project outcomes	6	5 – Satisfactory
Relevance: Relevant (R) or not relevant (NR)	2	2 – Relevant
Effectiveness	6	5 – Highly satisfactory
Efficiency	6	4 – Satisfactory
Sustainability:		
Overall likelihood of sustainability	6	2 – Moderately unlikely
Impact:		
Environmental status improvement	3	1 – Negligible (N)
Environmental stress reduction	3	1 – Negligible (N)
Progress toward change	3	3 – Significant (S)
Overall Project Results	6	5 – Satisfactory

C. General Conclusions

- a. Land degradation being seen as the major threat to environmental protection and the basis of food security and livelihoods of for millions of people who rely on their availability and quality the project is relevant and complies with the SSA country and African Union/(AU) NEPAD policies and development priorities. SLM. It is also in line with involvement of CSOs in SLM as they are the ones supporting grassroots community capacities.
- b. The project addressed critical land use regulation and legislation and carried out important efforts and produced satisfactory achievements and results despite the many difficulties faced during implementation. It was highly appropriate for OSISA and the project partners to facilitate the establishment of sub-regional platforms for SSA CSOs in order to discuss SLM issues and also to share knowledge and experiences on good practices.
- c. The vision of the project should be acknowledged because the CSOs demonstrated their capacities and skills to empower the grassroots communities and to streamline the orientation of land use governmental policies and strategies in their respective countries and at the sub-regional and regional levels.
- d. The partnership between the Open Society Initiative of Southern Africa (OSISA) and UNDP-Namibia, and between OSISA and Southern Africa Resource Watch (SARW), ENDA United Nations Office for Project Services (UNOPS) and the Equator Initiative has proved effective in implementing this GEF/UNDP Project, Improving SLM and UNCCD policy and practice interaction in sub-Saharan Africa through civil society capacity building-PIMS no. 3982.
- e. Project was implemented in compliance with the Results Strategic Framework and GEF/UNDP project implementation procedures and guidelines (table 10). However, there are still many pending challenges and barriers that require remedial attention and to be addressed specifically, such as: (i) designing compelling strategies of CSOs to have an impact on the government institutions towards effective SLM; (ii) strengthening the institutional and

advocacy capacities of grassroots communities to ensuring that the mechanisms integrating their development needs are environmentally; (iii) creating a web-based SLM database; and (iv) ensuring that the newly established Coalition and SUSLAND Strategic Framework have adequate financial resources that are effectively managed in a transparent manner.

D. Lessons learned

- a. Many relevant lessons learned and experiences can be drawn from the project that can help to refine similar projects and to contribute to scaling-up SLM at a regional or national scale, if truly capitalized on.
- b. Project design and alignment with SSA country policies and GEF/UNDP GEF Focal Area Strategic Programme
 - The project objectives and outcomes are relevant to the SSA country sustainable land management policies and aligned with AU/NEPAD and with GEF/UNDP- environmental protection programmes and, UNCCD strategies and priorities actions.
 - The project design is assessed satisfactory despite the overemphasize on the descriptions (40 pages) of land resources and ecosystem degradation of the SSA region, to the detriment of comprehensively highlighting the key issues (capacities, institutional, policy and legal and financial) pertaining CSOs and grassroots communities’ involvement in SLM.
- c. Implementation arrangements and approach:
 - In pursuing past multifaceted initiatives, and collaborating closely with key stakeholders (TerrAfrica, IUCN, etc.) to address the many barriers to and challenges preventing CSOs and local communities in SSA from actively participating in and efficient contribution to SLM processes, the project implementation and approach are seen to be relevant and strategic.
 - In establishing a close collaboration with key partners (TerrAfrica, IUCN, etc.) and promoting participatory and inclusive approach to involve the stakeholders (CSOs, grassroots communities, journalists, policy-makers, officials, etc.), the project has demonstrated its efficiency to ensure sustainable land management.
 - But, the project could not successfully addressed the various barriers constraining CSO involvement in SLM and achieve all the targets expected to at its end, because the activities were heavily concentrated on consultations and training workshops, including debates, meetings and participation at international dialogue on implementation of UNCCD strategic frameworks. Furthermore, because of limited capacities (one staff) and sufficient financial resources, the project coordination unit could not coordinate and monitoring efficiently and timely the implementation of the work programme.
- d. Overall achievements and impacts of the project:
 - The project contributed to raising awareness on CSO capacity building and involvement in SLM and has achieved meaningful results at national, regional and international levels, in awareness raising through sensitization and consultations with stakeholders, promoting adoption of agricultural and mining good practices, including participating at UNCCD COPs and events. These achievements served as the basis for a paradigm shift towards sustainable land management and environmental protection in the SSA.
 - However, because of the short timeframe and limited budget, the project could not successfully address the three main targets to be delivered to at its end: (i) at least

countries modifying policies on land issues, as a result of CSOs’ contribution through advocacy; (ii) at least four countries engage in open, widely consultative national debate on the impacts of land grabs and food security as a result of CSO contribution in advocacy; and (iii) at least ten land managers and/or farmers from the winning initiatives replicate their experience and lessons following the awarding of the Prize. The impacts on the governments’ land use and environmental protection policies and legislation, are very limited, therefore, many efforts are still needed to streamline skills of the CSOs for result-based advocacy and empowering the grassroots communities in the adoption of SLM best practices.

e. Project implementation strengths

- The selection of OSISA as implementation/executing agency for the overall project on behalf of NEPAD was very strategic on the part of UNDP-Namibia, because of its proven institutional and operational capacities on project implementation and management at a wide scale. The partnership established with ENDA, the Equator Initiative/UNOPS group were comparative advantages which helped to successfully execute the project and deliver quality results.
- The participative and inclusive approach adopted by the project teams helped them overcoming constraints and difficulties as they moved gradually towards the end of the project by 2015. The success was enhanced through the better understanding of each partner’s responsibility, accountability, and commitment to effective M&E. This was highlighted by regular meetings minutes, internal M&E mission reports, proper record-keeping and follow-up of recommended corrective actions, as well as regular assessment of the milestone-based planning process supported by reliable backstopping from the GEF/UNDP.
- Analysing and stock taking of experience developed by past initiatives involving CSO capacity building and in SLM, as well as the strong country ownership of the project from the key implementation partners, were explicitly the project’s driving forces for the successful design of the project implementation strategies and that made it possible to focus on building a strong sense of commitment among the stakeholders.
- Effective awareness-raising and knowledge sharing were essential to CSOs’ involvement and governmental key policy-makers’ adherence to the project objectives and activities. The project developed a well-researched, comprehensive and multi-pronged communication strategy, and created many opportunities for knowledge exchange and lesson sharing, even though it has yet to be streamlined.
- UNDP-Namibia role and commitment, in its capacity as GEF project implementation Agency, in availing all financial resources provided by GEF and operational support were instrumental to the successful project implementation. UNDP/ Environment and Energy Unit has closely supervised the project in collaboration with OSISA and maintained contacts with partners and stakeholders, including regional institutions, AU, NEPAD and TerrAfrica.

f. Underlying barriers and challenges of CSOs involvement in SLM: Despite important efforts provided by the project to attempt to address these constraints, the baseline situation has not greatly evolved, because most of the constraints and barriers identified at the project inception workshop (July 2013, Dakar, Senegal) and faced by the teams have not been specifically addressed, the focus being on workshops, meetings and dialogues and designing thematic frameworks to promote good practices (already existing and known by all stakeholders) of

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SLM. The major constraints that have significantly affected the achievement of the outcomes are:

- lack of recognition of CSOs’ and grassroots community roles and capacities, and integration in government policy and decision-making processes;
- inability of CSOs to strengthen grassroots communities’ understanding of improved SLM;
- different approaches adopted by various stakeholders together with the government-led approach;
- decreasing agricultural production and increasing food insecurity and poverty, led farmers to abandon natural resources conservation and the adoption of good agricultural practices;
- denial by the legislation of community rights to access and manage their territorial natural resources (through, for example, water privatization and bio-piracy);
- institutional instability leading to poor and contradicting government policies and regulations;
- lack of political will from the governments to financially support implementation of coherent policies and enforce law and regulations;
- poor community skills in adopting best practices and undertaking SLM;
- poor dissemination to the users of relevant information, knowledge and experience produced by research and academic institutions, governmental and other partners institutions;
- limited sensitiveness to gender equity on land access issues.

g. Performance weaknesses:

- Delay of the project implementation: The project was designed to start in August 2012 and end on May 2014, but although the ProDoc was signed in July 2012 between UNDP-Namibia on behalf of GEF (19 July 2012) and OSISA on behalf of NEPAD (27 July 2012), it started on 8 July 2013 with the Inception Workshop organized in Dakar, Senegal, from 8 to 9 July 2013, i.e. a one-year delay. This delay has, to some extent, impacted on the project completion and outcomes.
- Weaknesses in project design: As mentioned in section 3.2.2, the project design is moderately satisfactory (4/6), because the objectives, components and outcomes were not SMART, nor was the M&E framework (indicators and targets), therefore making it difficult to assess and monitoring progress and take appropriate measures to address constraints.
- Financial resources: the budget (\$1,740,000) allocated to the project was not sufficient to meet the resources needed to successfully implement the ambitious work programme and achieve the expected outcomes, in such wide and instable institutions of the SSA countries. At the end of the project, the total expenditure was estimated at \$1,759,350.22. From the financial resource management and mobilization side, OSISA and implementing partners faced many inconsistencies in justifying their expenses and reporting, because OSISA financial system used was different from UNDP and created, particularly during the first year, some misunderstandings with the UNDP-Namibia finance Unit which delayed justification of the expenditures and disbursement of funds. The steady support provided by the Finance Unit of UNDP-Namibia helped OSISA and the partners to better understand the UNDP/GEF procedures and to improve the overall procurement and budget execution.
- Lack of a Monitoring and Evaluation Specialist: One of the weaknesses that undermined the project implementation and result achievement, was lack of comprehensive monitoring and evaluation system and the limited capacities (1 full time staff) of the

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Project Coordination Unit. The PCU could not successfully perform timely his coordination and M&E activities, and streamline the execution of the work plans.

- h. Poor perception of challenges and institutional barriers: Because of limited participation of the key stakeholders at government high level officers and policy-makers, the overall institutional and regulation challenges of addressed by CSOs did have significant impacts on land tenure policies and environmental protection regulations.
- i. Inaccurate funding budget: Considering the threat of and challenges in overcoming the persistent desertification process (over 40 years of drought), increasing land degradation issues, the large area covered and the scope of the work, the budget allocated to the project was inadequate to achieve the expected outcomes. Since the GEF available provision was limited, it would have been more strategic to focus some key intervention areas in selected ecological zones to demonstrate SLM advocacy and capacity empowerment of CSOs and grassroots communities.
- j. Learning from networks established by past CSO initiatives: In 1995, a Conference on Hunger and Poverty was organized and attended by over 1,000 representatives of CSOs. The Bretton Woods Institutions, governments, UN Agencies and EU institutions came together to create and involve an Alliance of Civil Society and intergovernmental agencies, known as the “Popular Coalition to Eradicate Hunger and Poverty”, in SLM. In 2009, the CSO/Special Advisory Group (SAG) conducted an electronic consultation, which resulted in a project formulation workshop in South Africa. For unknown reasons, the funding for the establishment of the CSO coordination mechanism was not delivered. Therefore, it is important that the implementation of the newly created, similar platform (CSO coalition for the SSA¹) draw lessons from these past initiatives.
- k. Mainstreaming the process of involving CSOs in SLM: While all the project activities and efforts initiated have greatly contributed towards building civil society capacity, given communities a voice, and raised awareness of global natural resources management issues, none of them have had a wide reach or focused on SLM. The full functional mechanisms of the CSO involvement in SLM relies on good coordination support from the Coalition to the local communities, interacting with policymakers in order for them to efficiently contribute to and participate in international debates on SLM.
- l. Improved governance: The project has contributed to improved governance in SLM in SSA in numerous ways, such as by bringing stakeholders together to adopt an integrated approach to SLM to address the linked problems of land degradation and poverty, and to facilitate cross-sectoral planning and resources management. By enhancing the technical capacities and knowledge base, and raising awareness of SLM among policymakers, the project has also enhanced capacity for innovation and upscaling.
- m. Community participation at UNCCD COP-11: The project supported the participation of many communities at the UNCCD COP-11, for example, in Chiadzwa Community Development Trust. Participants from the Marange Community at COP 11 was brought together to liaise with community groups and CSOs from other continents to make their voice heard and share knowledge. They committed to working on SLM issues once back home. However, it is not sure that CSOs took the required measures to assist them to this end.

¹ Established at the meeting held in Dakar in 2015 by CSO representatives.

E. Recommendations

- a. Despite important efforts provided by the project to attempt to address these constraints, the baseline situation has not greatly evolved, because they have not been specifically addressed, the focus being on workshops, meetings and dialogues and designing thematic frameworks to promote good practices (already existing and known by all stakeholders) of SLM. Therefore, followings recommendations are made to consolidate the outcomes and impacts achieved, streamline the process of CSOs involvement in UNCCD policy and practice interaction in Sub-Sahara Africa and empower the grassroots community in adoption of sustainable land management practices:
- b. Recommendation 1: Despite all the initiatives and continuous efforts by the Sub-Saharan countries and their partners to integrate the UNCCD initiatives in their National Action Plans (NAPs) land degradation has remained a serious threat to sustainable development and community livelihoods. All recent initiatives acknowledged the capacities of CSOs to empower grassroots communities and the potential impacts of their involvement in sustainable land management. Therefore, it is imperative CSOs be empowered in SLM through continuous capacity building, establishment of sustainable networks and consultation platforms to share knowledge experience at national, regional and international levels.
Responsible: CSO Coalition, NEPAD/TerrAfrica, OSISA, UNDP/GEF, UNCCD
- c. Recommendation 2: Considering that most of past initiatives, despite their important achievements, did not enable CSO successful involvement in SLM and effectively improve their advocacy capacities to empower grassroots communities and influence government land use policies, there is a pressing need to make a paradigm shift towards inclusive approach and implementation of a long term strategic and result-based programme that considers the management of land resources as a whole and relying on implementation of consistent policies, law enforcement and involving all stakeholders.
Responsible: UNP/ GEF, UNCCD, NEPAD/OSISA
- d. Recommendation 3: The success of implementation of the long-term strategic programme relies on strong political and financial commitment. Therefore, the government and partners are called on to take a strong political and financial commitment to support the implementation of a long-term strategic programme promoting adoption of both proven technologies and traditional knowledge and adaptive policies and regulatory measures..
Responsible: UNDP/GEF, UNCCD, NEPAD/OSISA and Partners
- e. Recommendation 4: Land degradation being usually a locally driven issue (with global consequences, particularly when it concerns deforestation and logging, or forest land conversation into agricultural lands and commercial farming), it is important that all relevant actors (grassroots communities, civil society organizations, local leaders, policy and legislation makers, donors and governments) work together, at national and Sub-regional levels, to ensure SLM. CSO Coalition is called on to be the driving force for linking communities with CSOs to improve the implementation of UNCCD’s 10-year strategy.
Responsible: NEPAD/TerrAfrica, OSISA/CSO Coalition
- f. Recommendation 5: A comprehensive work programme focused on building the institutional, operational and communication capacities of CSOs is therefore paramount to support CSOs advocating their effective involvement in SLM process at country, regional and UNCCD COPs. Therefore, it is recommended to review the 2016-2020 SUSLAND Strategic Framework

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with a focus on strengthening the operational and communications capacities of CSOs and the communities.

- g. **Responsible:** OSISA/CSO-Coalition, UNPD/GEF, and NEPAD/TerrAfrica **Recommendation 6:** UNDP/ GEF and OSISA/NEPAD are called on to urgently support the formulation and implementation of a Follow-up project in two phases: (i) a first interim phase, 2016-2017, \$1,200,000; financially supported by NEPAD/TerrAfrica and partners, and UNDP-Namibia. This phase will aim to consolidate the CSO project outcomes and impacts, support capacity building and streamline the knowledge and experience sharing networks and thematic platforms, build strong partnership between government institutions and CSO coalition **CSO Coalition**, and finalise the design the SUSLAND business plan and implement pilot priority actions, as well as institutional and policy strategies developed; and (ii) a second Phase: 2018-2022, Follow-up CSO project: \$3,000,000; financed under GEF-7 program framework. This phase will aim to: (i) implement the 2016-2020 SUSLAND business plan and (ii) enhance the sustainability of UNCCD 10 years’ initiatives TerrAfrica/NEPAD Strategic environment initiatives.(iii) strengthening the CSO partnership mechanisms, mainstream their advocacy activities.

Responsible: UNDP/GEF, UNCCD ,NEPAD/TerrAfrica, OSISA/CSO Coalition

- h. **Recommendation 7:** Mobilizing substantial financial resources is critical to the consolidation and capitalization of the outcomes, and ensuring the sustainability of the outputs and benefits. Therefore, UNDP/GEF, UNCCD, UNCBD, UNEP, NEPAD/AU and bilateral cooperation partners and other donors are called on for further financial support. UNDP/ GEF and OSISA/NEPAD are hereby called on to urgently undertake the formulation and implementation of the interim phase (2016-2017) and the Follow-up GEFT project (2018-2022), based on SUSLAND 2016-2020 Strategic Orientation and 2016-20120 Framework. The Follow-up GEF project budget (\$3,000,000 in cash), and cofinancing from UNDP/Namibia (\$500,000), UNCCD/Equator Initiative, NEPAD/TerrAfrica and other partners (OSISA, ENDA, SPONG, IUCN, IPLAS, FAO, IFAD, World Agroforestry Centre, universities, etc.). This budget will support in particular:(i) consolidation of the outcomes and impacts of this first phase (policy and institutional levels); (ii) the operationalization of the CSO Coalition; (iii) the mainstreaming of the implementation of SUSLAND ; (iv) SLM policy and legislation-related guidelines and measures; and (v) training workshops to improve CSOs’ awareness and advocacy skills to strengthen grassroots communities’ capacities to better understand and master their respective country SLM institutional and policy guidelines, and to demonstrate pilot actions in improving local policy.

Responsible: UNDP/ GEF, UNCCD-, NEPAD/OSISA

- i. **Recommendation 8:** The fact that OSISA was responsible for the overall implementation of the project, including financial resource management detracted time it needed for other functions, such as obtaining input from some implementing parties or sound justification of their expenditures. Because of these difficulties, the implementing partners used their own respective resources as cash advances or to support some of their activities and that have not been taken in the project co-financing. It is recommended, during the implementation of the Follow-up Project interim phase (2016-2017) to set appropriate financial arrangements in such way each implementing partner is responsible for the execution of the budget of its outcome and the funds be transferred directly to their respective bank account, with the obligation to justify the expenditure and report directly to UNDP-Namibia Finance Unit.
- j. **Responsible:** UNDP/GEF, UNCCD, NEPAD/TerrAfrica, and OSISA/CSO **Recommendation 9:** In most of the SSA countries, land use and management is governed at national level by the government-led legislation and regulation institutions. This system is is often in conflict with

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customary land access regulations used at the community level. CSOs are invited to investigate appropriate measures to reconcile both systems in adopting local practical solutions.

Responsible: OSISA/CSO Coalition-TerrAfrica/NEPAD

- k. Recommendation 10: During the interim phase, UNDP-Namibia should organize training workshops to strengthen the project implementing partners capacities on administrative and financial procedures for GEF/UNDP project management to understand the accounting and procurement system and facilitate the financial reporting. Responsible: UNDP-Namibia/GEF, OSISA
- l. Recommendation 11: Lobbying against mining companies’ degrading extractive activities is worthwhile, but it should be recognized that they also contribute significantly to the country’s economic wealth, and and also they are not always responsible for the impacts. It is also clearly documented that the underlying causes are poor governance at the local level and lack of enforcement of existing environmental law and regulations, as the companies have the obligation to conduct an environmental impact assessment supported by impact management plan and are given environmental a certificate declaring the activities not or less harmful for the environment. Therefore, the CSO should focus empowerment of grassroots communities to better understand SLM related environmental regulations and advocate law enforcement by government authorities in charge of environment protection.

Responsible: CSO-Coalition, OSISA-UNDP-Government Authorities

- m. Recommendation 12: Information sharing: The workshops organized revealed that most of issues undermining SLM are driven by poor knowledge of stakeholders about government land use policies, environmental regulations (access to natural resources, arrangements with extractive mining industries,), as well as information sharing between CSOs and grassroots communities. Therefore, CSO Coalition and OSISAs should engage consultation to take appropriate measures for inclusive collaboration between all stakeholders, operationalize the web-based repository under development and hosted by OSISA, collect and post the relevant documents to be share on-line by all users.

Responsible: OSISA/CSO Coalition, NEPAD/TerrAfrica

- n. Recommendation 13: In order to facilitate the implementation of SUSLAND business plan (2016-2020), it is recommended to strengthen CSO Coalition to capacities and to diversify institutional partnerships through formal agreements with selected institutions to provide sound policy and legal assets and streamline communication strategy in: : (i) conducting an in-depth environmental audit of other SLM-related activities that are currently being implemented within the SSA region, by governmental institutions, NGOs, academic and research institutions; and (ii) building the CSO profile database, based on the five thematic identified and community empowerment skills, and good SLM practices from the case studies of the Equator Initiative Prize winners.

Responsible: CSO-Coalition, OSISA-UNDP/GEF s.

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ACRONYMS

AfDB	African Development Bank
APR	Annual Project Report
AU	African Union
AUC	African Union Commission
AWPB	Annual Work Plan and Budget
CAADP	Comprehensive Africa Agricultural Development Programme
CBD	Convention on Biological Diversity
CBO	Community-based organization
GDP	Gross domestic product
COP	Conference of Parties
CRIC	Committee for the Review Implementation of the Convention
CSIF	Country SLM Investment Framework
CSO	Civil society organization
ECCAS	Economic Community of Central African States
ECOWAS	Economic Commission of West African States
EITI	Extractive Industries Transparency Initiative
ENDA	<i>Environnement et Développement en Afrique</i>
FACE	Fund Authorization and Certificate of Expenditures
FAO	Food and Agriculture Organization of the United Nations
GEF	Global Environment Facility
IFAD	International Fund for Agricultural Development
IGAD	Inter-governmental Authority on Development
IUCN	World Conservation Union
MEA	Multilateral Environmental Agreement
MDG	Millennium Development Goal
MTR	Mid-term Review
NAPCD	National Action Programme to Combat Desertification
NEAP	National Environmental Action Plan
NEPAD	New Partnership for Africa’s Development
NEX	UNDP National Execution
NFP	National Forest Programme
NGO	Non-governmental organization
OSISA	Open Society Initiative of Southern Africa
PAC	Project Appraisal Committee
PCU	Project Coordinating Unit
PIR	Project Implementation Review
IPLAS	Institute for Poverty, Land and Agrarian Studies
RIOD	<i>Réseau Internationale d’Organisations Non Gouvernementales sur la Désertification</i>
RSC	Regional Service Centre
SADC	Southern Africa Development Community
SARW	Southern African Resource Watch
SLM	Sustainable Land Management
SPONG	<i>Secretariat Permanent des ONG</i>
SRAP	Sub-regional Action Programme
SSA	Sub-Saharan Africa
TPN	Thematic Programme Network
TRAC	Target for Resource Assignment from the Core
UNDP	United Nations Development Programme

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UNCCD	United Nations Convention to Combat Desertification
UNFCCC	United Nations Framework Convention on Climate Change
UNOPS	United Nations Office for Project Services
WISP	World Initiative for Sustainable Pastoralism

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1. INTRODUCTION

1.1. Purpose of the Terminal Evaluation

1. The Consultant assessed the key financial execution aspects of the project, including the extent of co-financing realized. Project expenditures costs and funding data were collected and assessed during the mission to the implementation countries.

2. In accordance with UNDP/GEF procedures, all projects supported by GEF/UNDP funds are required to undergo a Terminal Evaluation aiming to assess the implementation and achievements, UNDP-Namibia hired an Individual International Consultant to conduct an independent evaluation of the GEF-funded Project, Improving SLM and UNCCD Policy and Practice Interaction in Sub-Saharan Africa through Civil Society Capacity Building-PMIS no. 3982.

3. The project aimed at strengthening the capacities of the SSA civil society organizations (CSOs) working in the area of sustainable land management (SLM). The project was implemented from 2012 to 2015 in several countries in sub-Saharan Africa (SSA) and has involved various stakeholders of civil society, policymakers, development specialists, researchers, communities, etc.

4. In this regard, as instructed by the assignment TORs (Annex 1), and in line with UNDP/GEF project implementation and monitoring and evaluation policies and guidelines, the International Consultant undertook a thorough assessment of the project design, implementation performances, the achievement of project results and outcomes, including impacts and lessons learned that can serve as strategic leverage for further improvement of the CSOs capacity-building process. He also formulated recommendations for consolidating and capitalizing on the outcomes and ensuring the sustainability of benefits generated from this project, which will help in the overall enhancement of UNDP project programming and planning process.

5. The International Consultant worked under the supervision of Head of Environment and Energy Unit (EEU) of UNDP-Namibia and in close collaboration with OSISA to ensure the successful evaluation of the project. The work included a document review, travel to key implementing countries, and discussions with stakeholders and partners, including reporting.

1.2. Scope and objectives of the Evaluation

6. The evaluation consisting in:

- providing evidence-based information that is credible, reliable and useful. To this end, the evaluator reviewed all relevant sources of information, such as the project document financing, project reports – including the annual project report (APR)/PIR, mission reports, workshops and meetings reports, the project expenditures and budget revision reports, report of the mid-term review, progress reports and national strategic and legal and policy documents, etc.;
- assessing the project performance, based against expectations set out in the Project Logical Framework/Results Framework, which provides performance and impact indicators for project implementation together with their corresponding means of verification, using the criteria of: relevance, effectiveness, efficiency, sustainability and impact, including ratings;
- assessing the extent to which the project was successfully aligned with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender;
- assessing the extent to which the project has achieved or made progress towards the achievement of impacts. Key findings that should be highlighted in the evaluations include whether the project has demonstrated: (i) verifiable improvements in ecological status; (ii) verifiable reductions of stress.

7. The Consultant conducted a desk review (10-17 December 2015) and undertook a mission travel, from 08 to 17 May 2016, to select key implementing countries (Namibia, South Africa, Senegal, Burkina Faso and UNDP New

York-USA) to meet and discuss with the partners and stakeholders (Annex 2). He worked closely with the Project Team to set up stakeholder interviews, arrange field visits, and coordinated with the Government counterparts.

8. The evaluation was conducted using Strategic, Measurable, Achievable, Reliable and Time-bound (SMART) criteria, and assessing the relevance, effectiveness, efficiency and sustainability of the project implementation approach and responses to risks, results and impacts, including lessons learned, based on the UNDP Terminal Evaluation reference book “Guidance for Conducting Terminal Evaluations of UNDP-supported and GEF-financed Projects”.

9. The Consultant maintained close contact with the Project Implementation Agency at UNDP-Namibia and the Project execution coordinator OSISA, in South Africa.

1.3. Deliveries

10. The consultant delivered following reports:

- Inception Report: presented the understanding of and comments on the evaluation TORs by the international consultant, the work programme methodology and schedule
- Aide-memoire: presentation of Initial Findings and recommendations, following the evaluation mission
- Draft Final Report: full report + annexes
- Final Report: corrected full report + annexes incorporating correction of the comments and suggestions made by stakeholders.

1.4. Methodology, activities carried out and schedule

1.4.1. Approach used

11. The approach used by the International Consultant conducted the project performances and results evaluation in a participatory, consultative and inclusive method. It is based on using the criteria of **relevance, effectiveness, efficiency, sustainability and impact**, as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects,² which sets forth methods for conducting project terminal evaluations of UNDP supported GEF financed projects. The International Consultant used a set of questionnaire and data collection grids covering each of these above criteria to assess the overall project achievements, including each component and outcome.

12. During his in-country mission travels,³ the International Consultant maintained close contact with UNDP-Namibia, OSISA and the UNDP GEF Technical Regional Adviser. The discussions and interviews with the stakeholders were focused on evidence-based information and data that are credible, reliable and useful, using SMART criteria.

1.4.2. Methodology and schedule

13. The evaluation was conducted in three phases, through participatory and inclusive approach involving the UNDP-Namibia and key implementing partners and local, national and sub-regional stakeholders, including local communities in the project implementation countries (annex 2). The evaluation entails document review, travel to countries to meet and discuss with the implementing partners, data collection and analysis, interviews of stakeholders.

² For additional information on methods, see the [Handbook on Planning, Monitoring and Evaluating for Development Results](#), Chapter 7, p. 163.

³ UNDP-Namibia (Windhoek, Namibia); OSISA (Johannesburg, South Africa), ENDA (Dakar, Senegal), SPONGS (Ouagadougou, Burkina Faso) and the Equator Initiative (UNDP-New York, United States of America).

14. Based on the Terms of Reference (TOR), which set forth the conditions and the conduct of the Terminal Evaluation, the Consultancy conducted the Terminal Evaluation in three phases:

i. **Phase 1: Desk review: 17 to 27 December 2015:** Review of the reference documents, including policy and studies reports. The International Consultant reviewed all relevant sources of information, such as the project document, project reports (inception, progress reports and annual project reports/PIRs, project budget revisions, Mid-Term Review (MTR) Report, Project files, available national strategic and legal documents, and other useful materials for this evidence-based assessment. All the documents reviewed are listed in the References (section 6).

ii. **Phase 2: Travel: 8 to 17 May 2016**

15. Upon the validation of this first phase delivery (Inception Report) by UNDP-Namibia, the project coordination team and the partners, the International Consultant undertook a travel mission to Namibia and the implementing countries in order to liaise with the key stakeholders and partners involved in the project implementation and to ensure an inclusive evaluation. The following meetings with stakeholders were held in the following locations:

- **Namibia: 9-10 May 2016:** Meeting and discussions with UNDP-Namibia Team: Nico Willemse, Head of the Environment and Energy Unit (EEU)-UNDP-Namibia and CSO-project supervisor and Albertina Iiyambo, Accounting Assistant, UNDP-Namibia;
- **South Africa: 11 May 2016:** Meeting and discussions with the OSISA team: Tiseke Kasambala, OSISA/Deputy Director, Masego Madzwamuse, Team Leader of the Social Economic Justice Cluster and Dorothy Brislin, communication manager;
- **Senegal: 12 May 2016:** Meeting and discussions with the ENDA team: Fatima Kaba, ENDA, Geographer & Environmentalist and Secou Sarr, ENDA/Director of Energy & Environment Division;
- **Burkina Faso: 13-14 May 2016:** Meeting and discussions with the SPONG team: Sylvestre N. Tientore, Coordinator and Ernest Compaore, Secretary;
- **New York, United State of America: 15-17 May 2016:** Meeting with the Equator Initiative team: Eva Gurria and Eileen de Ravin.

iii. **Phase 3: Reporting on findings, the conclusion and recommendations**

- **19-25 May 2016: Drafting and submission of Aide-mémoire (Montreal):** A summary was presented of the meetings and discussion findings, lessons learned and recommendations. The report was shared on 30 May 2016 with the stakeholders for comments and suggestions, prior to submitting the full Draft report.
- **26 May - 6 June 2016: Drafting and submission of the draft terminal evaluation report + appendices.** An Aide-memoire providing a brief description of the work carried out, findings, conclusions and recommendations, was submitted after the evaluation mission. A draft evaluation report was submitted to UNDP-Namibia in early June and also sent to the stakeholders for comments and suggestions.
- **12-15 June 2016: Final Report:** Finalization and submission of the final Terminal Evaluation, based on comments and suggestions from the stakeholders.

1.4.3. Evaluation criteria and ratings

16. The project performance was evaluated based on SMART principle in assessing and rating relevance, effectiveness, efficiency, sustainability and impact of the achievements and outcomes (table 3).

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Table 3: Evaluation ratings

<i>Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation & Execution</i>	<i>Sustainability ratings:</i>	<i>Relevance ratings</i>
6: Highly satisfactory (HS): no shortcomings 5: Satisfactory (S): minor shortcomings 4: Moderately satisfactory (MS) 3. Moderately unsatisfactory (MU): significant shortcomings 2. Unsatisfactory (U): major problems 1. Highly unsatisfactory (HU): severe problems	4. Likely (L): negligible risks to sustainability 3. Moderately likely (ML): moderate risks 2. Moderately unlikely (MU): significant risks 1. Unlikely (U): severe risks	2. Relevant (R) 1. Not relevant (NR) <i>Impact Ratings:</i> 3. Significant (S) 2. Minimal (M) 1. Negligible (N)

17. Furthermore, the International Consultant assessed the sustainability of the outcomes (short- and long-term) on environmental and overall benefits, including socio-economic benefits in relation with their level of ownership by the stakeholders of the countries.

18. The approach used to conduct the evaluation complied with the requirements and ethical guidelines and the United Nations Code of Conduct for project evaluation. Throughout his mission, the Consultant observed in the country a spirit of neutrality and confidentiality in the analysis of achievements and discussions with stakeholders.

19. The detailed methodology used to conduct this assessment was developed in the inception report submitted in December 2015 is provided in Appendix 2 of this evaluation report.

1.4.4. Structure of the report

20. This report presents the detailed findings, results, impacts, lessons learned, conclusion and recommendations of the Terminal Evaluation.

21. The structure of the report is based on the template in the ToRs and the Guidelines for Conducting Terminal Evaluations, with some minor modifications. It includes the following sections:

- i.** Context and objectives of the Terminal Evaluation
- ii.** Project context and objectives
- iii.** Project Design
- iv.** Project implementation performance
- v.** Project results
- vi.** Conclusions and recommendations
- vii.** References
- viii.** Annexes.

2. PROJECT CONTEXT AND DESCRIPTION

2.1. Project rationale and relevance

22. As documented in the ProDoc, SLM in the SSA countries is recognized to be undermined by several barriers, inter alia:

- contradicting land use policies, legal and institutional frameworks at AU and SSA country levels;
- lack of land use law enforcement and good governance;
- inadequate mechanisms for involving CSO in SLM at sub-regional and regional levels
- weak networks to facilitating information and knowledge sharing and coordinating environmental and SLM related actions;
- weak participation in the formulation of pro-poor SLM programmes, such as CAADP, CSIF (supported by TerrAfrica), including in the implementation of UNCCD convention (NAPs, 10-year strategy, etc.) and international dialogues;
- lack of efficient networks for knowledge sharing between the CSOs (considered as the overarching barrier);
- unharmonized management of transboundary land and natural resources;
- limited adoption of innovative SLM practices by grassroots communities;
- unsustainable financing mechanisms.

23. However, the past initiatives led by AU/NEPAD, CAADP, TerrAfrica and UNCCD’s 10-year strategy, have not been very successful to overcome the barriers and scaling up the institutional integration, nor have induced significant changes in sustainable land management. It is believed that a stronger involvement of civil society and grassroots communities in SLM policy is a success guarantee for sustainable agricultural development. Well trained CSOs are likely to better understand SLM challenges and to empower grassroots communities and improve their effectiveness in adoption of best practices.

24. To this regard, the Sub-Saharan Africa Regional Capacity Building for Civil Society project is funded by the Global Environment Facility (GEF) in order to strengthen the capacities of CSOs to: (i) enhancing the effectiveness of government efforts to implement the United Nations Convention to Combat Desertification’s (UNCCD) frameworks; (ii) empowering and facilitating the work of communities to prevent and/or control land degradation; and (iii) promoting the use of good SLM practices.

25. Table 4 presents the past and ongoing initiatives involving CSOs participation in SLM and grassroots capacity building.

2.2. Linkages of the project with other SLM interventions

26. The project has been designed with strong linkages with related SLM past and ongoing key programmes and with vision to pursue the involvement and capacity strengthening of the civil society organization in knowledge-based advocacy.

27. Table 4 below highlights achievements of some of the projects or programmes.

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Table 4: Key regional initiatives

PROGRAMME/ PROJECT	DESCRIPTION (ProDoc)	OBSERVATIONS (Terminal Evaluation Consultant)
NEPAD Environment Action Plan	NEPAD’s Environmental Action Plan is aimed at addressing the region’s environmental challenges to ensure sustainable development and poverty alleviation. Its objective is to complement other African processes, including the programme of the revitalized African Ministers Conference on Environment (AMCEN), improving environmental conditions in Africa, and contributing to economic growth and poverty eradication. The initiative also aims to assist African countries to implement regional and international environmental agreements. AMCEN has a special role in, <i>inter alia</i> , the implementation of the United Nations Convention to Combat Desertification (UNCCD), through its Committee on Deserts and Arid Lands (ADALCO).	No significant change at the end of this project. More comprehensive efforts are greatly needed to achieve the goal.
NEPAD Comprehensive Africa Agricultural Development Programme (CAADP)	CAADP has been adopted as a framework for the restoration of agricultural growth, food security and rural development in Africa. CAADP’s objective is to achieve an annual agricultural growth rate of at least 6 per cent in SSA countries by 2015. It aims to enhance food security by promoting programmes designed to increase agricultural production, improve the nutritional value of staple foods, and ensure better access to food for vulnerable groups. Pertinent to combating drought and desertification is CAADPs pillar 1: “ <i>Extending the area under sustainable land management and reliable water control systems</i> ”. Under this pillar, CAADP aims to, <i>inter alia</i> , reverse fertility loss and resource degradation, and ensure broad-based and rapid adoption of sustainable land and forestry management practices in the smallholder as well as commercial sectors.	There was significant change at the end of this project, and past experience was not drawn on.
The NEPAD Environment Initiative (EI)	The NEPAD EI, which includes combating desertification as an integral and priority programme area, was developed by the United Nations Environment Programme (UNEP) under the guidance and leadership of AMCEN. UNEP has worked in collaboration with African sub-regional organizations including the Permanent Inter-State Committee for Drought Control in the Sahel (CILSS), the Inter-governmental Authority on Development (IGAD), the Sahara and Sahel Observatory (OSS), Southern African Development Community (SADC), Arab Maghreb Union (UMA) and Economic Community of West African States (ECOWAS) in order to finalize sub-regional action plans for the NEPAD Environment Initiative (EI), many of which have been adopted. With support from Norway, UNEP is providing support to Mozambique, Libya, Ethiopia, Ghana and Cameroon to develop their national action plans for the NEPAD EI on a pilot basis. These pilot projects will provide key	NEPAD’s role and intervention strategy seems to be hidden by TerrAfrica, whose role was very limited in the project implementation.

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	lessons for further implementation in other countries in Africa.	
The Green Wall for the Sahara Initiative	This programme, launched in 2006, was developed by the African Union Commission (AUC) in collaboration with the United Nations Economic Commission for Africa (UNECA), the Food and Agriculture Organization of the United Nations (FAO), United Nations Environment Programme (UNEP), United Nations Convention to Combat Desertification (UNCCD) and the Community of Sahel-Saharan States (CEN-SAD). The goals of the programme are to slow the advance of the Sahara Desert, enhance environmental sustainability, control land degradation, promote integrated natural resources management, conserve biological diversity, contribute to poverty reduction, and create jobs. The programme stretches from Mauritania to Djibouti, and covers a wide group of countries, including Algeria, Tunisia, Libya, Egypt, Mauritania, Mali, Niger, Chad, Sudan, Eritrea, Ethiopia, Djibouti, Cameroon, Nigeria, Benin, Burkina Faso, Senegal, the Islamic Republic of The Gambia, and Western Sahara and Cabo Verde.	Despite the SSA country government good intentions based on good will, these initiatives have not successful addressed as required the institutional and policy barriers, due to limited financial resources allocated, enable to improve the CSOs and grassroots community capacities.
The African Union-United Nations Economic Commission for Africa-African Development Bank (AU-ECA-AfDB) Initiative on Land Policy in Africa	The lack of comprehensive national land policies in most African countries has been recognized as one of the major factors contributing to many land-related problems such as inequitable distribution of land, mismanagement of land resources, the continued existence of land laws that are inconsistent with current needs, and delays in transactions due to the lack of a well-coordinated land information system. Responding to this problem, the AU-ECA-AfDB Initiative on Land Policy in Africa was developed. The aim of the initiative is to build consensus among key players in Africa on the vision of a successful land policy/land reform and agree on a comprehensive framework and guidelines for the formulation and implementation of land policy in Africa. The output of this initiative is the Framework and Guidelines on Land Policy in Africa with clear benchmarks and indicators of land policy.	
The Regional Programme for the Integrated Development of the Fouta Djallon Highlands (RPID-FDH)	This programme covers eight Member States: The Islamic Republic of The Gambia, Guinea, Guinea Bissau, Mali, Mauritania, Niger, Senegal and Sierra Leone. It aims at ensuring the preservation of the natural resources and the environment with the view to contributing to the improvement of the living conditions of populations in the area and reversing land degradation that threatens the sources of six important international rivers that originate from the Fouta Djallon Highlands or its extensions (the Niger, the Senegal, Gambia, Koliba/Corubal, Kolente/Great Scarcies and Kaba) and nine other local rivers. Activities carried out include the strengthening of the legal and institutional framework to facilitate regional cooperation in the management of shared and transboundary natural resources, the harmonization of laws and regulations, the establishment of an observatory, the development and dissemination of SLM policies and practices, and capacity building.	The Fouta Djallon GEF Project is a good example of successful design of GEF environmental and sustainable Land management and biodiversity protection project, in terms of duration and budget. Land degradation is still critical in the Fouta Djallon Highlands and particularly along the Niger River Basin, the main sources of the Gambia River and the Senegal River (Senegal river Basin benefitted in 1998-2002 from GEF/UNEP a project on land

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		degradation control).
The Southern African Development Community (SADC) Regional Biodiversity Strategy (2006)	The purpose of the strategy is to provide a framework for regional cooperation in biodiversity issues that transcends national boundaries. Specific objectives of the Regional Biodiversity Strategy are to: provide guidelines that build SADC's capacity to implement provisions of the United Nations Convention on Biological Diversity (CBD) and to address biodiversity challenges more effectively; provide a framework for obtaining regional consensus on key biodiversity issues and enable SADC to harmonize unified positions at international fora such as the Conference of Parties to the CBD; act as a vehicle for forging partnerships with various development partners and the international community on biodiversity issues; and provide a framework for cooperating with relevant Multilateral Environmental Agreements (MEAs) and associated instruments.	Important activities have been carried out, and SADC member countries are taking the path towards policy changes; however, they could not be observed before the end of the project due to the slow implementation.
The Dar-As-Salaam Declaration on Agriculture and Food Security in the SADC Region	SADC also developed and adopted a regional framework on agriculture and food security, the Dar es Salaam Declaration. The framework is aimed at ensuring food security and reversing chronic food shortage in the region.	The framework is very sound, but needs to be understood and fully endorsed by the countries with effective actions taken.
Environment and Natural Resources Strategy	The Environment and Natural Resources Strategy was developed and endorsed by the Ministers of Environment and Natural Resources of the IGAD region.	Same as above.
Drynet: European Union (EU) and the Global Mechanism support for a networking and capacity-building initiative, with a group of CSOs (17 NGOs).	Drynet is a three-year project aimed at strengthening civil society networks and providing them with knowledge and visibility to influence dryland development. The project assisted participating national CSO networks to build the necessary instruments and capacity to participate in political and budgetary processes aimed at mainstreaming the environment and UNCCD NAPs into key development frameworks such as the Millennium Development Goals (MDGs), five-year development plans, Poverty Reduction Strategy Papers (PRSPs) and trade-related frameworks. The project mapped national participants and activities, and analysed the political context related to drylands in each country; it also reviewed and designed strategies with national CSOs. The network has operations in 21 countries, including three countries in Europe. African partners include the Environmental Monitoring Group (EMG) in South Africa and ENDA Tiers Monde in Senegal, Madagascar, Senegal and Morocco.	Most of these outcomes are almost lost since the end of the project, because of lack of strategy to consolidate the outcomes and pursue the initiatives and alternatives.
The Southern African	A project of the Open Society Initiative of Southern Africa (OSISA), has been working with a group of social and economic justice NGOs on the promotion of	The impacts of this project have been valued in feeding and guiding the

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Resource Watch (SARW)	environmental and corporate social responsibility in the “Extractive Industries Transparency Initiative (EITI)” and in the “Publish What You Pay” campaigns in Botswana, Namibia, Mozambique, Zambia, Malawi, South Africa and Zimbabwe. Under EITI, governments, civil society and companies are working together to improve reporting on government revenues raised from companies as taxes and royalties. A number of social and economic justice networks are already involved in advocacy, raising awareness and monitoring corporate governance and social responsibility in the extractive mining sector.	approaches and interventions of this CSO project
The Institute for Poverty, Land and Agrarian Studies (IPLAS) ⁴	It has developed a proven track record of undertaking high-quality research on land and agrarian reform, poverty, and natural resource management in South Africa and the Southern African Sub-region. Another area of relevance to the CSO SLM project is IPLAS’s programme of work on emerging regimes of natural resources management. It is under this result area that IPLAS initiated a project to investigate the multiple pressures of land acquisition in Southern Africa, specifically, the leasing, concessions or sale of public and communal lands to foreign companies and governments for food production, for tourism developments, for biofuel production, and for other commercial agricultural uses.	The outcomes of the research served as references for OSISA to develop the CSO coalition framework. Its involvement to the project activities has greatly benefitted the GEF project.

⁴ The Institute for Poverty, Land and Agrarian Studies (PLAAS) is a leading research and teaching centre with an international reputation for high-quality applied research and critical scholarship. It was founded in 1995 as a specialist unit in the School of Government, in the Economic and Management Sciences Faculty, at the University of the Western Cape (UWC), Cape Town, South Africa.

2.3. Incremental reasoning (baseline)

28. The project baseline analysis highlighted considerable investments in combatting desertification and land degradation, including capacity building to increase capacities and participation of CSOs and grassroots communities at UNCCD and other international debates on SLM. .

29. The TerrAfrica project is in line with the vision of UNCCD’s 10-year strategy. It played a key role in ensuring that CSOs and communities are increasingly engaged in the UNCCD Convention processes through advocacy, awareness raising and knowledge generation to address desertification/land degradation and drought-related issues. It was believed that the limited involvement of CSO and local stakeholders in the TerrAfrica CSIF processes might be improved and better engage CSOs in the emerging policy debates on ‘land grabs’

30. While these initiatives are acknowledged to have contributed to a greater deal to strengthening the Civil society organizations’ capacities through growing awareness raising and empowering their advocacy voices for SLM, they did not succeed to generate significant impacts because of the short time of their implementation and lack of adequate financial support to foster collaboration between the government policy-makers and coalition. As a result, there have been limited cross-learning initiatives among communities and CSOs with the staff of the government line-ministries, without meaningful change at the land use-related policies and legislation levels.

2.4. Project objectives and outcomes

31. The project overall **goal** is that, the socio-economic development and livelihoods of rural communities in Sub-Saharan Africa will improved through sustainable land management. The project pursued the objective that, local grassroots organizations are empowered to participate and influence the implementation of the Ten Year Strategy of the UNCCD, TerrAfrica and other SLM processes, programmes and policies, through three outcomes (figure 1).

- i. **Component 1: Capacity building of CSOs to facilitate community participation in national, regional and international SLM policies and programmes**: Under this component, the project will strengthen the SLM policy, practices and science/knowledge cycle and increase the civil society organizations to assist communities addressing land degradation issues, improving resilience to climate change, and enhancing decision-making processes. These activities are expected to be carried through two key outcomes: Outcome 1: Increasing technical capacity of CSOs to support on-the ground-SLM initiatives and knowledge-based advocacy; and Outcome 2: Establishment of partnerships for effective coordination and knowledge transfer.
- ii. **Component 2: Enhancement of community voices and innovation in sustainable land management**. This is planned to be achieved through one outcome (**Outcome 3**): International SLM dialogue and policy processes effectively informed by community opinion and knowledge.

Figure 1 summarizes the goal, objectives, outcomes and outputs of the project. Full details are given in the revised ProDoc (Annex 1).

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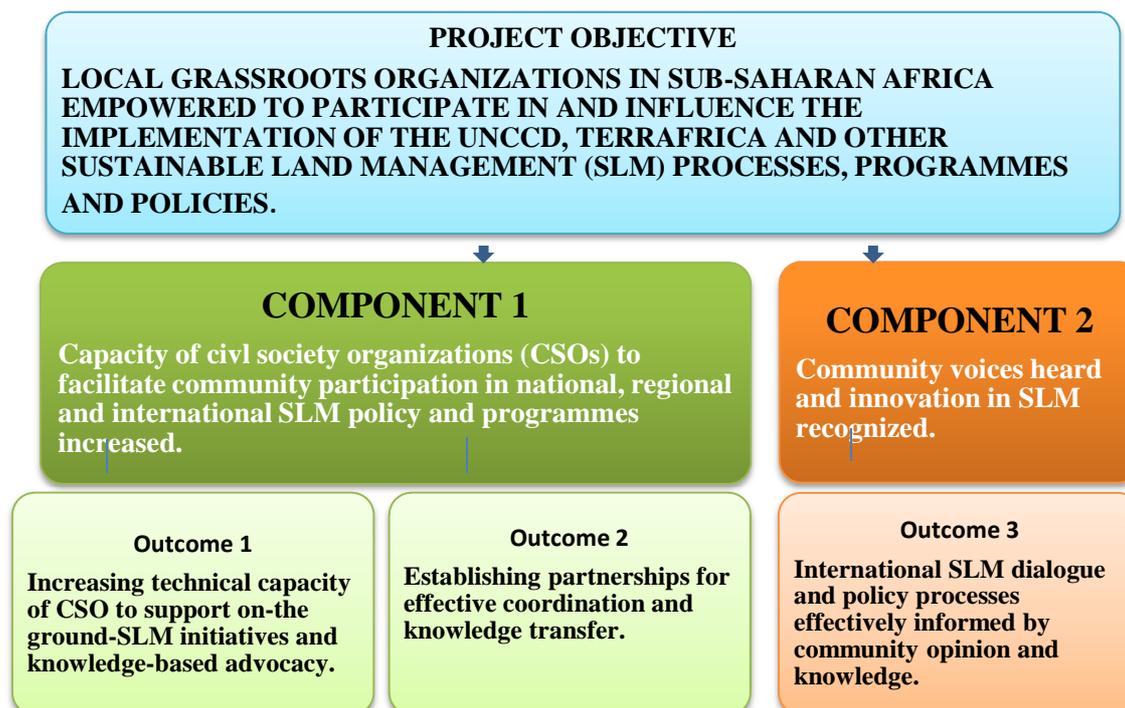


Figure 1: Project goal, objectives and outcomes

32. The project objectives and outcomes are relevant to the SSA country SLM. However, they are ambitious with regard to the wide intervention area and limited budget allocated to effectively address challenging and barriers in a very short time.

33. However, the project objectives, although sound, are too ambitious and not achievable in the short run of the project (years), considering the scope of the work and the weaknesses and inconsistencies of the country policies and legislation frameworks, including the limited financial resources.

2.5. Project relevance to the SSA countries' policies

34. In addressing land degradation, which is one of the biggest challenges undermining most of the SSA country efforts to ensure sustainable agriculture production and food security, the project objectives and outcomes are very relevant and aligned to the AU and NEPAD/TerrAfrica Vision and the SSA countries' SLM policies and, development priorities and CSOs' capacity strengthening. It is also in line with the GEF Environmental Focal programme objectives.

35. However, outcome 2 focused technical studies on good practices for SLM, which are not relevant for the purpose of CSO empowerment and what already exist at the country level, instead of simply conducting a documentation review to extract relevant assets and develop tools for awareness raising and grassroots community's capacity building.

2.6. Project's eligibility

36. All the participating SSA countries were eligible for the GEF funds because they had signed and ratified major international environmental conventions including: (i) the Convention on Biological Diversity (CBD); (ii) the Convention on International Trade in Endangered Species (CITES); (iii) the United Nations Convention to Combat

Desertification (UNCCD); (iv) the United Nations Framework Convention on Climate Change (UNFCCC); (v) the Montreal Protocol for the Protection of the Ozone Layer, the Convention on the World Heritage Sites, the Convention on the Conservation of Migratory Species of Wild Animals (also known as CMS, or the Bonn Convention); and (vi) the Convention on Wetlands of International Importance (the Ramsar Convention).

37. Furthermore, all the four Sub-regional Action Programmes (SRAPs) play great role in facilitating the implementation of the UNCCD Convention and are involved in the implementation of the SRAPs through six Thematic Programme Networks (TPNs) encompassing important focus on SLM: (i) the promotion of integrated management of international river, lake and hydrogeological basins (TPN 1); (ii) agroforestry and soil conservation (TPN 2); (iii) rangelands use and fodder crops (TPN 3); (iv) ecological monitoring, natural resources mapping, remote sensing and early warning systems (TPN 4); (v) new and renewable energy sources and technologies (TPN 5); and (vi) and sustainable agricultural farming systems (TPN 6).

2.7. The GEF alternative

38. The project impacts are based on the added value of GEF financing to provide CSOs with improved advocacy capacities and appropriate mechanisms that facilitate their engagement in SLM and play the role of key stakeholders, at both the national and regional levels. Indeed, to some extent, the project helped improving CSOs capacities and empowering the prize-winners grassroots communities in adoption of innovative SLM practices. It further contributed to promote knowledge-based advocacy and improving the formulation skills for SLM and related economic development policies.

39. Furthermore, the GEF project in building on lessons learned from the past and ongoing initiatives (Drynet, Desert success stories, PRAIS, the Equator Initiative, etc.), has contributed to value their outcomes. It also help developing a fruitful collaboration between civil society, local communities and governments) to participate in the UNCCD, TerrAfrica/SIP and NEPAD CAADP and EAP programme frameworks and debates, as well as facilitated linkages between SLM-based CSOs with research institutions.

40. However, there are still a number of social, economic and legal pending issues that the project could not successfully address and that need further actions, substantial financial commitment and strong networks involving all the stakeholders (AU, governments, national and regional policymakers, CSOs, grassroots communities and international partners) to ensure coherent advocacy mechanisms, and more awareness and responsive efforts in SLM.

3. PROJECT DESIGN

41. The overall project document design is assessed as marginally satisfactory (R.4), because the many inconsistencies in the description of the project rationale (pps. 24-25) and the structure of the framework in components, outcomes and targets the project indicators (table 5). The description of environmental and land resource degradation factors is too long with 40 pages whereas emphasis on issues pertaining underlying barriers of CSO involvement in SLM, mainstreaming their roles, improvement of their advocacy capacities and definition of strategies for empowerment of grassroots communities SLM, and to better influence countries’ policies and legislations.

42. Furthermore, the design of the revised result matrix recommended by the MTR is not also in line with the generic structure of GEF framework in objective, component, outcome and outputs (table 6). However, despite these inconsistencies, the revised design of the result matrix is assessed satisfactory.

3.1. Objectives and outcomes

43. The Mid-Term Review (MTR, 2013) assessed and redesigned the project objectives and outcomes (table 6). The design did not include components, but defined two indicators: component 1 was translated into indicator 1 and another indicator 2 on resource mobilization for SLM. The component 2 “Community voices heard and innovation in SLM recognized” was not consider (table 6). Despite the relevance of the revised framework, the teams did not follow the revised framework, as the annual work plans are designed using same structure as in the ProDoc (table 5). Taking stock of lessons learned (successful and unsuccessful) of past initiatives implemented in the SSA countries (for almost four decades) and the barriers mentioned in (section 2.2), would have helped to target key outputs, to focus priority actions and design a full-fledged implementation framework to mainstream CSO capacity building and involvement in SLM advocacy at the country and the Sub-regional levels.

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Table 5: Inconsistencies of the project description (objectives, components and outcomes)

REVISED LOG FRAME	ANNUAL WORK PLANS	PRODOC
<u>Objective:</u> To empower local grassroots organizations in sub-Saharan Africa (SSA) to participate in and influence the implementation of the United Nations Convention to Combat Desertification (UNCCD), TerrAfrica and other sustainable land management (SLM) processes, programmes and policies.		Goal: Local grassroots organizations in SSA empowered to participate and influence the implementation of the UNCCD, TerrAfrica and other SLM processes, programmes and policies (ProDoc, p.25).
	Component 1: Capacities of civil society organizations (CSOs) to facilitate community participation in national, regional and international SLM policy are strengthened.	<u>Component 1:</u> Capacities of Civil society organizations (CSOs) to facilitate community participation in national, regional and international Sustainable land management (SLM) policy and programmes are strengthened (ProDoc, p.25).
<u>Outcome 1:</u> CSO Technical capacity in SLM and knowledge-based advocacy are increased.	Outcome 1: Technical capacity of CSOs in land use management and knowledge-based advocacy are strengthened.	<u>Outcome 1 (Output 1):</u> CSO Technical capacity for SLM facilitation and knowledge-based policy advocacy increased (ProDoc, p.26).
<u>Outcome 2:</u> Coordination of African CSOs to enhance partnerships for effective coordination and knowledge transfer is improved.	Outcome 2: Partnerships are established for effective coordination and knowledge transfer.	<u>Outcome 2 (Output 2):</u> Coordination of African CSOs improved to enhance partnerships for effective coordination and knowledge transfer (ProDoc, p.27).
	Component 2: Community voices are heard and innovation in SLM recognized.	Component 2: Community voices heard and innovation in SLM recognized (ProDoc, p. 28).
<u>Outcome 3:</u> Community innovation in SLM recognized, rewarded and upscaled.	Outcome 3: Community innovation in SLM is recognized, rewarded and upscaled.	<u>Outcome 3 (Output 3):</u> Community innovation in SLM is recognized rewarded and upscaled (ProDoc, p.28).

3.2. Project results matrix/Logical framework

44. Tables 6 and 7 present respectively, the assessment of the logical framework and compliance of the indicators and targets with SMART criteria.

45. Most of the targets are not achievable within the project timeframe, because they require a longer period and substantial financial resources to succeed. Moreover, some of these targets rely require close monitoring and strong commitments from the stakeholders, particularly the grassroots communities to significantly induce changes at the policy and legal levels.

Tables 6 and 7 present respectively, the assessment of the logical framework and compliance of the indicators and targets with SMART criteria.

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Table 6: Assessment of the revised Logical Framework (MTR, 2013)

Objectives and Outcomes	Recommended Modified Results Logical Framework at MTR		Terminal Evaluation (May 2016)
	Indicator	Target	Observations and Recommendations
Project Objective: Empower local grassroots organizations in sub-Saharan Africa (SSA) to participate in and influence the implementation of the United Nations Convention to Combat Desertification (UNCCD), TerrAfrica and other sustainable land management (SLM) processes, programmes and policies			This relies on a number of uncontrolled factors and risks management. The wording invokes more an action than an objective. The statement of the goal just as in the ProDoc is more appropriate, and thus should remain as in the ProDoc.
Objective 1	Increase the capacities of the civil society organization (CSO) community in sub-Saharan Africa (SSA) to lobby regional, national, and sub-national institutions to address the emerging sustainable land management (SLM) issues.	By project closure, an advocacy strategy on effecting change to regional, national, and sub-national policies on natural resources governance is prepared and agreed on by the Project Steering Committee (PSC) and the Board of the CSO coordination mechanism.	Not achievable within the project timeframe. This statement is not in line with what was intended in the ProDoc. It does not concern the capacities of the CSO community, but rather, the increased capacities of CSO in order they can enable the involvement of local communities in SLM. It is strongly recommended to keep the first statement (capacities of CSOs to facilitate community participation in national, regional and international SLM policy and programmes increased).
		By project closure, a memorandum of understanding (MoU) is agreed on with TerrAfrica for recognizing the planned CSO coordination mechanism as their CSO representative partner.	The target is not Strategic, Measurable, Achievable, Reliable and Time-bound (SMART). This does not seem to be materialized because TerrAfrica’s contribution has been very limited.
Objective 2	Increase resources flowing to SLM from diverse sources	By project closure, a strategy is formulated that outlines a sustainable programme for recognizing innovation in community-level SLM in SSA; this includes roles and responsibilities, an operating budget, financing sources, and	No additional fund was mobilized because the supporting document, SUSLAND, was developed by the end of the project, thus no action was undertaken.

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Objectives and Outcomes	Recommended Modified Results Logical Framework at MTR		Terminal Evaluation (May 2016)
	Indicator	Target	Observations and Recommendations
		an outline for managing the process on the website of the CSO coordination mechanism.	The baseline indicator is not SMART, however, and the risk assumption is not defined.
Outcome 1: CSO Technical Capacity in SLM and knowledge-based advocacy increased			
1.1	Number of current and emerging areas in which CSOs produce knowledge-based recommendations and advocacy material	At least 8 position papers on topical issues published by community-based organizations, civil society organizations, non-governmental organizations (CBOs/CSOs/NGOs) and community groups, and presented in at least 5 side events (in conjunction with outcome 1). Topics will link the effects of policies on SLM practice and poverty reduction, e.g. trade, land tenure, governance and carbon finance.	Weak baseline indicator Achieved, but their impacts are very limited because they did not address anything new that has an added-value to what has already been known for decades.
1.2	Number of CSOs receiving training in relevant SLM, climate change and natural resources management subjects	At least 4 training courses developed on topical subjects and at least 4 training workshops organized that reach at least 100 CSO groups (with interest). The training material is made available on line and in hard copy too; partnership involved in land degradation/SLM institution facilitated to support the training.	Weak baseline indicator. Same comment as above.
		By project closure, a training delivery and development strategy for the CSO coordination mechanism is developed and agreed by the PSC and Board of the CSO coordination mechanism.	Delivered, but their impacts have never been assessed.
1.3	Number of mechanisms	By project closure, a MoU is agreed on	Weak baseline indicator.

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Objectives and Outcomes	Recommended Modified Results Logical Framework at MTR		Terminal Evaluation (May 2016)
	Indicator	Target	Observations and Recommendations
	in place for converting knowledge capacity into practical actions to reduce land degradation	with a science, technology and innovation institution concerning design and dissemination of a strategy for transferring knowledge on at least two innovative SLM techniques to extension service organizations in SSA through training programmes delivered by empowered CSOs.	There is no MoU agreed with stakeholders.
Outcome 2: Coordination of African CSOs to enhance partnerships for effective coordination and knowledge transfer is improved			
2.1	Change in the number of SSA CSOs attending UNCCD Conference of the Parties (COPs) and Committees for the Review Implementation of the Convention (CRICs)	At least 35% increase in numbers attending and improvement in pre-event preparations.	Weak baseline indicator. Fully achieved, but the impacts are not yet assessed.
		By project closure, the CSO coordination mechanism develops and agrees to a strategy on facilitating rotational opportunities for CSOs in each of the three regions to participate in international and regional SLM events.	Developed at the inception workshop and also in the SUSLAND Strategic Framework.
2.2	Effectiveness of CSO preparation for and participation in UNCCD COPs and CRICs, and in other international fora	At least a 50% increase in pre-event preparedness and quality of participation, indicated by number of discussions held on important topical subjects and positions reached and delivered at the UNCCD events	Achieved, but the impacts are not assessed yet.
		By project closure, a strategy is developed that strives to have CSOs from SSA attend at least one event of each UNCCD COP and CRIC forum, and the strategy is approved by the Project Steering Committee and the Board of the CSO coordination mechanism.	Achieved, but the impacts are not yet assessed.

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Objectives and Outcomes	Recommended Modified Results Logical Framework at MTR		Terminal Evaluation (May 2016)
	Indicator	Target	Observations and Recommendations
2.3	Extent to which the CSO coordination mechanism is functional, and has a programme of work and resources	A vision for SLM among CSOs is developed; coordination mechanism is registered (as a legal entity in a selected country), the programme of work drafted and funds raised; a constitution agreed on; and other modes of operations are understood, shared and agreed.	Achieved. Also, a comprehensive framework has been produced, but is yet to be finalized, endorsed by regional authorities, and implemented. There is no impact yet.
Outcome 3: Community Innovation in SLM recognized, rewarded and upscaled.			
3.1	Number of SLM innovation competitions organized and awards issued	At least 30 community groups (community-based organizations/CSOs/non-government organizations, farmers/herders associations, etc.) participate in at least 5 international and regional UNCCD, TerrAfrica, Comprehensive Africa Agricultural Development Programme (CAADP) and other conferences and contribute to debate on policy issues (community dialogue spaces).	Achieved and their participation was highly appreciated.
		Local leaders from at least 30 CBOs/CSOs/NGOs and other community groups trained to promote advocacy initiatives.	Training in advocacy issues was provided for leaders. However, the Consultant was not able to assess whether on-site follow-up was conducted by the project staff to monitor the replication and value added of information and knowledge gained by the participants and also to evaluate their impacts on the improvement of the communities' activities.
		By project closure, a memorandum of understanding (MoU) is signed by a strategic regional partner on further facilitating the process of establishing a regular SLM-focused recognition	The MoU was recommended by the MTR for the three outcomes and the Project Steering Committee (PSC) agreed to add it provided that all partners agreed to look

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Objectives and Outcomes	Recommended Modified Results Logical Framework at MTR		Terminal Evaluation (May 2016)
	Indicator	Target	Observations and Recommendations
			programme in SSA.
3.2	Number and quality of award-winning case studies published and disseminated.	At least 5 publications are released and disseminated that document best practices, with guidance on replicability and sustainability.	Achieved, and related publications were issued.
3.3	Number and quality of community dialogues held at the national level following CSO/community dialogues at the international fora.	At least 15 local-level dialogues facilitated by communities/CBOs who attended the international dialogue as potential Prize winners.	Organized successfully and attended by many participants.

Table 7: Assessment of the objectives indicators and targets using SMART criteria

OBJECTIVE RESULTS	INDICATORS	TARGETS	STRATEGIC	MESURABLE	ACHIEVABLE	RELEVANT	TIME-BOUND
Objective: To empower local grassroots organizations in sub-Saharan Africa (SSA) to participate in and influence the implementation of UNCCD, TerrAfrica and other SLM processes, programmes and policies.	Number of SLM-friendly policies influenced at the local, national or regional levels as a result of civil society organizations (CSOs) and community advocacy.	At least 4 countries modifying their policies on land with respect to biofuels and long-term leasing as a result of CSOs’ contribution through advocacy.*	X	X	NO	X	NO
		At least 4 countries engage in open, widely consultative national debate on the impacts of land grabs and biofuels on national heritage and food security as a result of CSOs’ contribution through advocacy	X	X	NO	X	NO
	Number of communities (or members) adopting best practices learned from the SLM innovation competitions and documentation.	This indicator is shared between the CSOs and other Strategic Investment Plan (SIP) host projects. At least 10 land managers and/or farmers from the Prize-winning initiatives replicate it following the publication of the Prizes and lessons.	X	X	NO	X	NO
Objective 1	Increase the capacities of the civil society organization (CSO) community in sub-Saharan Africa (SSA) to lobby regional, national, and	By project closure, an advocacy strategy on effective change to regional, national, and sub-national policies on natural resources governance is	X	No	No	X	No

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	sub-national institutions to address the emerging sustainable land management (SLM) issue	prepared and agreed on by the Project Steering Committee (PSC) and the Board of the CSO coordination mechanism.					
		By project closure, a memorandum of understanding (MoU) is agreed on with TerrAfrica for recognizing the planned CSO coordination mechanism as their CSO representative partner.	X	No	X	No	No
Objective 2	Increase resources flowing to SLM from diverse sources	By project closure, a strategy is formulated that outlines a sustainable programme for recognizing innovation in community-level SLM in SSA; this includes roles and responsibilities, an operating budget, financing sources, and an outline for managing the process on the website of the CSO coordination mechanism	X	X	X	X	X
Outcome 1: CSOs' technical capacity in SLM and knowledge-based advocacy increased.	Number of current and emerging areas in which CSOs produce knowledge-based recommendations and advocacy material.	At least 8 position papers on topical issues published by CBOs/CSOs/NGOs/community groups and presented in at least 5 side events (in conjunction with outcome 1). Topics will link effects of policies on SLM practice and poverty reduction, e.g. trade, land tenure, governance, carbon finance.	NO	X	X	NO	X
	Number of CSOs receiving training in relevant SLM, climate change and natural resources management	At least 4 training courses developed on topical subjects and at least 4 training workshops organized with the	X	X	X	X	X

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	subjects	participation of at least 100 CSO groups (with interest). The training is made available on line and in hard copy; partnership with a land degradation/SLM institution facilitated to sustain training.					
		By project closure, a training delivery and development strategy for the CSO coordination mechanism is developed and agreed by the PSC and Board of the CSO coordination mechanism.	X	X	X	X	No
	Number of mechanisms in place for converting knowledge capacity into practical actions to reduce land degradation	By project closure, a MoU is agreed on with a science, technology and innovation institution concerning design and dissemination of a strategy for transferring knowledge on at least two innovative SLM techniques to extension service organizations in SSA through training programmes delivered by empowered CSOs	X	X	X	No	No
Outcome 2: Coordination of African CSOs improved to enhance partnerships for effective coordination and knowledge transfer.	Change in the number of SSA CSOs attending UNCCD COPs and Committees for the Review of Implementation of the Convention (CRIC).	At least a 35% increase in numbers attending and improvement in pre-event preparations.	X	X	NO	NO	NO
	Effectiveness of CSOs' preparation for and participation in UNCCD COPs and CRICs and other international fora.	At least a 50% increase in pre-event preparedness and quality of participation, indicated by number of discussions held on important topical subjects and	NO	X	NO	NO	X

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		positions reached and delivered at the UNCCD events.					
	Extent to which the CSO coordination mechanism is functional has a programme of work and resources.	A vision developed for SLM among CSOs; coordination mechanism registered (being a legal entity in a selected country), programme of work and funds raised, a constitution agreed on and other modes of operations understood, shared and agreed on.	X	X	NO	NO	NO
Outcome 3: Community innovation in SLM recognized, rewarded and upscaled	Number of SLM innovation competitions organized and awards issued.	At least 30 community groups (CBO/CSOs/ NGOs, farmers/herders associations, etc.) participated in at least 5 international and regional UNCCD, TerrAfrica, CAADP and other conferences, and contribute to debate on policy issues (community dialogue spaces).	X	X	X	X	X
		Local leaders from at least 30 CBOs/CSOs/NGOs and other community groups trained to promote advocacy initiatives.	X	X	X	X	X
		By project closure, a memorandum of understanding (MoU) is signed by a strategic regional partner on further facilitating the process of establishing a regular SLM-focused recognition programme in SSA	X	X	X	X	No
	Number and quality of prize-winning case studies published and disseminated.	At least 5 publications are released and disseminated that document best practices, with	X	X	X	NO	NO

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		guidance on replicability and sustainability					
	Number and quality of community dialogues held at the national level following CSO/community dialogue at the international fora.	At least 15 local-level dialogues facilitated by returning communities/CBOs who attended the international dialogue as potential Prize winners.	NO	X	X	NO	X

* The CSOs can only provide their contributions, but the responsibility for achieving this indicator lies outside the direct mandate of the CSOs.

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3.3. Project duration

46. The project financing document was approved by the Project Appraisal Committee (PAC) meeting on March 2012 with duration of three years and a starting date in July 2012. However, the ProDoc being signed by UNDP on 17 July 2012 and by OSISA on behalf of NEPAD on 24 July 2012, the starting date was rescheduled for August 2012 and end date, in May 2014.

47. Considering the SSA countries institutional dysfunction and limited financial resources, three year duration is not appropriate to achieve the project objectives and outcomes. Indeed, it is recognized that for such a project, at least a five-years duration is the most appropriate timeframe in order to build capacities and bring significant changes at the local and regional levels.

3.4. Project implementation arrangements

48. The project activities covered the four Sub-regions (Southern Africa (SADEC), Eastern Africa (IGAD), Central Africa (CEMAC) and West Africa (ECOWAS)).

49. As per the ProDoc arrangements, UNDP-Namibia was the implementing agency for the GEF and OSISA was the executing Agency for AU/NEPAD. To this regard UNDP-Namibia and OSISA signed a contract on 19 July 2012 and 24 July 2012, respectively, and which stipulated that UNDP Namibia Office has the overall responsibility for ensuring project implementation and OSISA is mandated to ensure the overall responsibility of the project execution, coordination and monitoring-evaluation, including financial management.

50. For comparative advantages, OSISA agreed with its partners to implement the three components as follows: (i) Outcome 1 (CSO Technical capacity in SLM and knowledge-based advocacy are increased), by the Open Society of Southern Africa (OSISA), through their OSISA Southern Africa Resource Watch Group (SARWG); (ii) Outcome 2 (Coordination of African CSOs to enhance partnerships for effective coordination and knowledge transfer is improved) by ENDA; (iii) Outcome 3 (Community innovation in SLM recognized, rewarded and upscaled) by UNOPS/Equator Initiative Group.

51. The project implementation is supervised by a Regional Project Steering Committee: The PSC has responsibility to provide overall guidance and validation of the work plan and budget and deliveries. The PSC board is composed of the UNDP Namibia Country Office, the TerrAfrica Secretariat (NEPAD), OSISA, ENDA and the UNOPS/Equator Initiative Group, the two CSO Representatives on the TerrAfrica Partnership Platform, including GEF Regional Coordination Unit (Pretoria) and UNCCD Regional Coordination Unit for Africa.

52. A Project Coordination Unit was established at OSISA headquarters in Johannesburg, South Africa, for the Day-to-day project management issues, The PCU is supervised by a regional coordinator recruited by OSISA to be in charge of the coordination and monitoring and evaluation of the technical matters.

53. These arrangements helped UNDP-Namibia to ensure coherent and successful implementation and achieved the project objectives.

3.5. Financing agreement

54. The project is funded with GEF resources with co-financing from UNDP, OSISA and other partners who convened to support the implementation process of the project, for the total budget of \$5,688,180 (adjusted to \$3,162,000 following the MTR, 2013) of which the GEF (Ecological Biodiversity) financed (in cash) the total amount of \$1,740,000 (adjusted to \$1,287,000 at MTE, 2013), the Focal Area (SLM) co-financed the amount of \$3,948,180 (adjusted to \$1,875,000 at MTE, 2013), UNDP-Namibia co-financed the amount of \$1,500,000, and others partners co-financed the amount of \$2,448,180 (adjusted to \$1,875,000).

55. Following the MTR, the total budget allocated to the project was readjusted from \$1,740,000 to \$1,287,000. However, at the end of the project, the project expenses exceeded the budget, thus another revision was undertaken, to a total of \$1,759,350.00. These revisions indicated inaccuracy in the estimation of the project budget.

4. PROJECT IMPLEMENTATION PERFORMANCE

56. As agreed in the contract signed on June 20th, 2012 between OSISA and UNDP-Namibia, the project implementation involved the three major partners (OSISA, ENDA and UNOPS/Equator Initiative) and stakeholders. The overall project implementation was assessed as highly satisfactory and scored (6/6).

4.1. Project inception workshop

57. The ProDoc was endorsed in the PAC Meeting in March 2012, based on the 2007 work programme for duration of three years (2012-2014). The ProDoc was signed between UNDP-Namibia on behalf of GEF (19 July 2012) and OSISA on behalf of NEPAD (27 July 2012 with initial implementation date planned for August 2012 and ending date in May 2014). However, the implementation started on in July 2013, with the inception workshop held on 8 and 9 July 2013 in Dakar, Senegal, which is a one-year delay after the ProDoc and implementation contract signing between UNDP-Namibia and OSISA. This inception workshop objective was to assist the Project Team and PSC in understanding and taking ownership of the project’s goals and objectives, as well as in finalizing the preparations for the project’s first AWPB.

58. At its first meeting on 10 July 2013, the PSC adopted the annual work plan and budget for 2013 and decided to extend the project closing date to December 2015 in order to complete the implementation of the work programme.

59. The project started with an inception workshop held on 8-9 July 2013 in Dakar, Senegal.

60. The workshop was attended by the project implementation parties, the members of PSC, stakeholders, CSO representatives, including government officials, and technical and financing partners. The participants recognized the central role of the PSC in the implementation of the project and achievement of its objectives, including its responsibility in the overall guidance and validation of the project deliveries (annual reports, technical documents, etc.). To this end, they also revised the TORs of the PSC, approved the project management and implementation arrangements) bodies (PSC, OSISA/PCU, UNDP, outcome implementing partners, etc.).

61. The participants assessed the ProDoc design (objectives, components, outputs, reporting and M&E requirements, including the result framework, the duration and the implementation arrangements framework) and made followings recommended to:

- Review of the result matrix (table 7), including the budget planning, reporting and communicating mechanisms and schedule;
- Ensure that grassroots (farmer groups, community-based organizations, faith-based groups, youth groups) networks are strengthened and empowered.
- Give consideration to pilot (experimental and/ or preliminary) activities at the national level aiming to remove barriers to motivate effective participation of the said networks and CSOs.
- Assess needs in capacity strengthening of CSOs prior to taking action in all three components.
- Focus on advocacy activities at the national, regional (RECs such as ECOWAS, IGAD and SADC) and continental (AU) levels, and internationally.
- Assign ENDA with the production of a newsletter.
- Assign UNOPS with the production of a policy brief on best local practices to address dryland issues.
- Revise the TORs of the PSC to enable the members of the PSC to play a policy guidance role as opposed to orientating implementation: (i) provide overall guidance and direction to ensuring that the project is implemented smoothly, achieves the stated results and ensure that the required resources are committed; (ii) arbitrate on any conflicts within the project or negotiate a solution to any problems between the project and external bodies; (iii) ensure that UNDP’s decisions are made in accordance with standards that guarantee the best value for the money, fairness, integrity, transparency and effective international competition; and (iv) organize regular meetings to review the Project

Quarterly Progress Reports and provide direction and recommendations to ensure that agreed deliveries are produced satisfactorily in accordance with the work plans.

62. These recommendations were successfully addressed by all partners and helped OSISA to mainstream the project implementation process.

4.2. Intervention approach

63. Participatory and inclusive approach was used for the implementation of the project, involving all major stakeholders, at the central and local levels policy makers and grassroots communities.

64. The implementation approach is based on shared responsibilities, thus each implementing partner has to oversee the activities planned for its outcomes and deliveries.

65. Given the nature of the project, the activities were mostly focused case studies, consultations, technical meetings, workshops and participation at international dialogues and UNCCD COPs.

The project coordination team was limited to one expert assisted by the OSISA project focal point and the Head of the Environment and Energy Unit (EEU) from UNDP-Namibia. Because of the skeleton staffing, the Project Coordination Unit, this project coordination lacked effectiveness and was not successful in mainstreaming the project implementation, liaising closely with the stakeholders at the regional and sub-regional levels, monitoring progress and ensuring quality deliveries.

4.3. Work Plan and budget

66. As per the agreement signed with OSISA, each partner was responsible for the planning and budgeting its outcome, based on the project work programme:

- OSISA: Outcome 1 (Technical capacity for CSO), in collaboration with Southern Africa Resource Watch Group (SARWG);
- ENDA: Outcome 2 (Coordination and replication) in collaboration with OSISA and Equator Initiative;
- Equator Initiative/UNOPS Group: Outcome 3 (Community initiatives recognized and inform policy), under the coordination of the Equator Initiative.

67. The project work programme was implemented through annual work plans and budget (AWPBs) detailing the activities to be carried out, the methodological approach, the budget, the roles of each implementing partner and stakeholders involved. The planning process is assessed as satisfactory because it complies with the design set forth by the UNDP/GEF guidelines and format. It includes:

- approach and methodology;
- activities by component;
- equipment and material required;
- budget;
- preparation and participation for the teams and stakeholders at workshop and international UNCCD events (COP 11⁵ in Namibia, COP 12, etc.);
- Monitoring and evaluation;
- Reporting.

68. . The AWPBs are approved for implementation by the PSC at a planning workshop organized at the beginning of each year by OSISA with assistance from UNDP and participation of the implementing partners and stakeholders.

⁵As part of the work plan and as a very important activity in the UNCCD process, members of the PSC noted the significance of participation in the upcoming COP in Namibia.

69. Each partner monitored and reported quarterly to OSISA on progress made and results achieved, including constraints.

70. Despite some weaknesses and inconsistencies (delays, irregular monitoring, etc.), project implementation is assessed as highly satisfactory, each of the implementing partners having responsibly fulfilled its commitments and involved the key stakeholders and particularly the grassroots communities.

4.4. Financial issues

4.4.1. Budget execution

71. As per arrangements of the agreement signed in July 2013 with UNDP-Namibia, the project budget was executed by OSISA with assistance from the Finance Unit of UNDP-Namibia. The implementing partners were also responsible for the execution of their respective outcomes. ENDA received its allotment on quarterly basis while UNOPS/Equator Initiative was wired its full amount by UNDP upon the contract signature.

72. The project total budget initially approved for the project (in cash), as per the signed Project Document, amounted to \$1,740,000.00 provided by GEF. This budget was revised to \$1,287,000.00 following recommendations from the MTR.

73. The total expenditures, as on December 31, 2015, is higher than the budget recommended by the MTR in 2013, estimated is \$1,759,350 (execution rate of 101.11 per cent of the approved budget of \$1,740,000.00) and 136.70 per cent of the revised budget (MTR, 2013). Table 8 provides the annual budget execution, from 2011 to 2015.

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Table 8: Budget execution

Year	2011	2012	2013	2014	2015	Total (per cent)	Executing partners
Technical Knowledge	3 300.00	45 034.30	233 147.75	183 757.17	107 881.95	573 121.17 (32.58%)	OSISA
Coordination of civil society organizations (CSOs)	13 210.00	45 000.00	90 300.00	110 013.59	50 421.52	308 945.11 (17.59%)	ENDA
Communities and UNCCD	0.00	56 250.00	235 350.00	255 293.39	78 939.07	625 832.46 (35.57%)	Equator Initiative
Project Management	0.00	18 361.35	70 634.64	15 520.97	105 040.52	209 557.48 (11.91%)	OSISA/UNDP -Namibia
UNV⁶-Cost			41 894.00			41 894.00 (2.38%)	UNDP- Namibia
TOTAL	16 510.00	164 645.65	671 326.39	564 585.12	342 283.06	1 759 350.22 (100%)	

74. The overall budget execution and audit are assessed as satisfactory, despite inconsistencies in expense justification and financial reporting (inappropriate justifications of expenses incurred and delay in reporting). The execution conducted by UNOPS/Equator Initiative was assessed as highly satisfactory.

4.4.2. Co-financing

75. A part the contribution in kind by UNDP and OSISA, the project did not succeed to mobilize the \$3,948,180 co-financing agreed to (\$1,500,000 by UNDP, \$2448180 by others partners) in the ProDoc. However, OSISA implementing partners have also contributed in cash, as well as in-kind (use of their respective staff. Unfortunately, it was not possible to estimate their contributions and integrated them in the project budget as part of the co-financing funds, because of records.

4.4.3. Audits

76. Financial audits were successfully and regularly conducted on an annual basis according to UNDP Financial Regulations and Rules and applicable Audit policies". The auditor assessed the management of the project fund, (disbursements, expenditures, justification of items procured and reports). He stated that the financial management and reporting were satisfactory and complied with UNDP/GEF accounting and operational procedures.

4.5. Coordination, monitoring and evaluation

77. The overall project coordination was conducted by a hired expert under the responsibility of OSISA, with assistance from the Environment and Energy Unit (EEU) of UNDP-Namibia.

⁶: United Nations volunteers

78. At the sub-regional level, OSISA coordinated the implementation of outcome 1, assisted by local NGOs and IPLAS for Southern Africa. ENDA, assisted by SPONG, coordinated the implementation of outcome 2, including the four thematic topics within West, Central and East Africa. Equator Initiative/UNOPS coordinated the implementation of outcome 3 within the context of the Equator Prize, mainly focusing on motivating local communities in SLM issues by awarding the Prize to successful communities.

79. The Project activities were regularly monitored and evaluated in accordance with the M&E plan and the UNDP/guidelines. The monitoring was provided by the PCU and the implementing partners (for their respective outcomes), under the overall supervision of OSISA and the EEU of UNDP-Namibia.

80. The progress reports were submitted on a quarterly basis by the implementing partners to OSISA and UNDP-Namibia for comments and clearance. They highlight project implementation progress, achieved results, constraints and impacts (based on the M&E indicators) according to the AWPB.

81. The Project Implementation Review (PIR) is drafted annually by the PCU under supervision of OSISA and highlights the annual (July of the past year to June of reporting year) achievements of the AWPB, gaps and impacts of the outcomes, based on information and data provided by the implementing partners for the 3 component. The report is submitted by OSISA to UNDP-Namibia for processing in PIR under the GEF reporting system.

82. Although the project coordination and monitoring were assessed as satisfactory, the location of the Project Coordinator at OSISA office preventing him from login to UNDP-Domain and accessing the GEF/UNDP database and required links, get and share relevant documents posted in the UNDP Shared drive, and also upload and review the PIR. Therefore, all the reports are transmitted to UNDP-Namibia by emails in attached files, creating double work for the E&E Staff who had to enter it into the PIR. This prevented him from working efficiently, nor reviewing the PIR, thus undermining the effectiveness of the coordination and monitoring system. Furthermore, his resignation before the end of the project implementation put the project completion at risk, because of the workload created for OSISA focal point and UNDP-Namibia Environment and Energy Unit (EEU), who had to handle his duties.

4.6. Risk management

83. The project results matrix included assumptions and risks for the achievement of the objectives, but they were not clearly defined, nor was specified the extent to which their occurrence will affect the achievement of the targets. The MTR identified 10 major risks and proposed a table of Risk response and management and addressed by the project team and UNDP/GEF in 2014, as shown in table 9.

84. The Project Management Unit (PMU, component 4, section 3.2.2.1) involves many risks that are not identified in the logical framework and whose probability of occurrence may negatively affect the quality of the results and impacts. Indeed, the weak staffing (one expert) of the PCU and the resignation of the Project Coordinator before the project completion has contributed to undermine the monitoring and evaluation process of the outcomes, and has also resulted to a workload for the OSISA focal point and the UNDP-Namibia Environment and Energy Unit (EEU), which had to monitor, evaluate and report on progress and on PIR.

85. Table 9 below highlighted the risk management proposed by the project team and UNDP/GEF, following the MTR.

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Table 9: Assessment of risk management Project Title: Improving SLM and UNCCD Policy and Practice Interaction in Sub-Sahara Africa through Civil Society Capacity Building (CSO project) Award ID: 00068204

MID TERM EVALUATION (2014)						Terminal evaluation (International consultant)
#	Description	Type	Impact & Probability	Countermeasures / Management response (Project/UNDP-GEF)	Owner	Status on May 2016
1	There is risk that despite this project CSOs continues to be side-lined in SLM processes spearheaded by TerrAfrica partnership due to the difference in timing of initiatives.	operational	There is moderate chance that the risk will take place and in case it take place the impact will be low P= 3 I = 2	The project will ensure that very close collaboration is forged among SIP participants and TerrAfrica, by ensuring that CSO join the SLM and CSIF processes, even where such processes started before the capacity building project pilot activities. Deepen partnership with World Bank and UNCCD	OSISA, ENDA and EI	Despite the close monitoring, this risk persisted because of limited collaboration and participation of TerrAfrica team in the project activities.
2	Successfully recognising and rewarding innovation assumes that enough initiatives can be identified that can be applied under different conditions from those prevailing where it was developed and where it succeeded. There is a slight risk that this may not happen	Strategic	The probability that will take place is low and if does happen it will have a low impact P=1 I=2.5	The project will collaborate with all SIP and other GEF projects to identify innovations that have potential for replication and therefore worth recognition and reward. In doing so, it will collaborate with the Equator initiative/UNOPS and build on the lessons generated so far to ensure that the award process is efficient and effective. Robust mechanisms will be put in place to reach out to many applicants in Sub Saharan Africa.	EI	This risk has been minimized by the cases studies conducted in selected countries to identify successful stories and participation of prize-winners at UNCCD COP. The participants shared knowledge with and learn from other communities. However, due to the lack of appropriate mechanisms at the country level, most of success stories identified were not replicated.
3	There is a risk that	Strategic	There is a high	The Project will liaise with	PC	This risk is closely

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	many innovative community leaders/farmers may not be prepared for international travel (problems of language, travel documents, visas, etc.) forcing communities to send ‘community elites’ who may not be the best representative of the community or the innovation. (No longer a risk!)		likelihood of this risk occurring with moderate consequences resulting P=4 I =2.5	governments and bilateral donors as well as embassies to facilitate travel-related issues where necessary. Criteria for identifying innovators will be developed and used to ensure that the right parties are targeted. In addition, it will collaborate with the Equator Initiative by subcontracting UNOPS for the achievement of Outcome 3 and build on lessons generated thus far regarding targeting and organizing international travel for local groups.		monitored by EI in collaboration with OSISA, ENDA and UNOPS. However, the selection of the representatives of the prize-winners communities at COP events in many cases faced language problems, thus representatives included staff from their supporting NGOs, creating weaknesses in the community learning process.
4	There is a risk that the co-finance component (CSO coordination mechanism) will be dominated by civil society politics, particularly the common issue of Francophone Western Africa versus Anglophone Eastern Africa (based on language).	Political	There is a low chance of this risk taking place and when it takes place the consequences will be high P=1 I =4	To mitigate this risk, this component will be implemented by NEPAD which has credible operations and networks in both eastern and western Africa. The steering committee will be made up of representatives of reputable CSOs with a clear mandate from their networks drawn from both eastern and western Africa and organisations participating in the TerrAfrica SIP. The project will further draw upon the CSO selection criteria developed by the UNCCD Secretariat. Translation of project documents into French and equitable sharing of opportunities.	OSISA	It was not possible to ascertain whether NEPAD addressed this risk, but no co-finance has been mobilized, putting project implementation in budget deficit (revision in 2015)
5	There is a slight risk that CSOs whose capacity is build do not use it for outreach to communities and	Operational	The chance of this risk taking place is low; however, in case it takes place, the impact will be	To mitigate this risk, the project will target CSOs that are already involved in credible SLM work on the ground or at policy level. The project will collaborate with	OSISA	This risk was not adequately addressed, excepted in some Sub-region, such as SADC where

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	SLM		high. P= 1 I=5	the GM initiative that has developed a methodology to map SLM/UNCCD CSOs. This methodology will be adopted to map CSOs to participate in the project in the countries where the GM has not already done the mapping. A training manual on the areas of NRM, CC and SLM poised for development will enable effective outreach by the CSOs		communities were trained and supported in improved practices.
6	Climate change may reduce the impacts of the SLM innovations developed by CSOs if adaptation measures are not built-in	Environmental	There is low probability of this risk occurring with moderate consequences in case it takes place P= 1 I= 3	To mitigate this risk, part of the CSO training will cover climate change including how to climate proof innovations. In addition, the project will strive to link CSO to carbon finance initiatives and climate change adaptation projects.	PM, OSISA and UNDP	This risk was not addressed, because no action was carried out and also the SSA is already undergoing some sort of climatic variability issues, and is a drought prone area. Training workshops were carried out, but not relevant as no resilience strategy was developed or implemented.
7	Outputs not being attained due to inappropriate management arrangements, impacted upon by slow processes at the key implementing partner.	Operational	The probability that this will take place is moderate however; the impact will be great in case it occurs. P=2.5 I=4.5	During the inception meeting, this risk need to be thoroughly analysed and proper mitigation measures to be agreed on by all key parties, because it has a bearing on the full implementation of the project, thereby negatively impacting the attainment of the project objective.	PC	This risk was high and as consequences, the project outcomes were not fully achieved and developed strategic documents and tools are not yet operational.
8	Significant delays in the implementation of the project due to	Operational	There is medium chance of this risk taking place with	The management arrangements especially identifying OSISA as ‘the implementing partner’ need	PC	It was believed, since the project has started and necessary

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	inappropriate management arrangements agreed upon during the development of the project transferred to UNDP Namibia from UNDP SA. Following the disbursement of the first instalment to the Implementing agency (no longer a risk since the project has started!)		very severe consequences P= 2.5 I =5	to be carefully and thoroughly revised, during the inception meeting, upon which a major decision (or viable options) will need to be made as this risk poses and has a direct bearing on the attainments of the various outputs finally compromising the attainment of the project objective.		implementation arrangements are addressed, this operational risk was successfully managed. However, the inadequate staffing of the PCU has been recognized to a high risk in the implementation arrangements, as demonstrated by the resignation of the Coordination before the project closure, undermining the M&E and final reporting process.
9	Delay in the disbursement of funds to the implementing partners	Financial	The chance of the risk taking place is moderate with a possibility of greater impact in case it place. P= 3 I=5	Closer working with the project implementers urging them to file the technical reports and financial returns in good time for disbursement of subsequent tranches, Templates shared for financial reporting, Fast tracking contracts to allow the timely disbursements	PC, ENDA, OSISA and Equator Initiative/UNOPS	This risk was high in the first two years of the project implementation, due to the difference between OSISA financial & accounting system, used by SARW and ENDA, and the UNDP financial procedures. The risk was successfully addressed by UNDP-Namibia through regular training and monitoring
10	Non-compliance with Procurement regulations	Regulatory	The probability of the risk taking place is low however; in case it takes place, the	Use best practices in procurement to reduce the risk since the project is implemented by partners under various jurisdictions.	EI, ENDA and OSISA	Same as above.

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			impact will be moderate. P= 2 I= 3			
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4.7. Performance of implementation partners

86. The project implementation involved four implementing partners and many key stakeholders who significantly contributed to the achievement of the project results, including GEF/UNDP, OSISA, SARW, ENDA, UNOPS, local communities, SLM-based CSOs, IUCN, NEPAD, TerrAfrica, the GEF, UNDP-Namibia, UNCCD Focal Points, the Institute for Poverty, Land and Agrarian Studies (PLAAS) and other suitable research institutions, as well as governments in selected countries.

4.7.1. Performance of the GEF Implementing Agency (UNDP)

87. UNDP Namibia Country Office – Project Assurance: The UNDP Namibia Country Office has the overall responsibility for ensuring project assurance. It designated a Programme Officer to perform the assurance activities on behalf of the Project Steering Committee (PSC). UNDP ensured that appropriate project management milestones were managed and completed, and that the Project remains relevant. It also disbursed funds allocated to the implementing bodies and ensured that the funds were made available to the Project. It also ensured that: risks and issues were properly managed; the logs in Atlas were regularly updated; critical project information was monitored and updated in Atlas, using the Activity Quality log in particular; Project Quarterly Progress Reports were prepared and submitted on time, and according to standards in terms of format and content quality; and Combined Delivery Reports (CDRs) and Fund Authorization and the Certificate of Expenditures (FACE) were prepared and submitted to the PSC and its Outcome Board. Moreover, it performed oversight activities, such as periodic monitoring visits and “spot checks”.

88. The Consultant noted that all the key project implementation partners/stakeholders performed their mandates satisfactorily, particularly UNDP/GEF, OSISA, ENDA, the Equator Initiative/UNOPS and SSA CSOs.

89. UNDP Namibia Country Office – Project Assurance: The UNDP Namibia Country Office has the overall responsibility for ensuring project assurance, designated a Programme Officer to perform the assurance activities on behalf of the PSC. His role has been well appreciated. He ensured that appropriate project management milestones were managed and completed, and that the Project remained relevant and SMART. He also disbursed funds allocated to the implementing bodies to ensure that: funds were made available to the project; risks and issues were properly managed; the logs in Atlas were regularly updated; critical project information was monitored and updated in Atlas, using the Activity Quality log in particular; Project Quarterly Progress Reports were prepared and submitted on time, and according to standards in terms of format and content quality; and Combined Delivery Reports (CDRs) and FACE were prepared and submitted to the PSC and Outcome Board (PSC). He also performed oversight activities, such as periodic monitoring visits and “spot checks”.

90. The UNDP Country Office has provided timely and unfaltering technical and administrative support to the project implementers. It has played a critical role in risk management, since the start-up of the project to the final evaluation. The UNDP has demonstrated diligence, efficiency and a high level of professionalism and responsibility in seeking best and steady solutions to the various problems that have arisen. Reporting and assessment of performance (PIRs) by UNDP have been timely and constructive. The UNDP-Namibia Office has also played an important facilitation role in recruiting the Mid-term and Terminal Evaluation Consultants, preparing COP 11 and backstopping supervisory missions.

91. Despite the important hands-on role that the UNDP-Namibia has had to play in risk management, the Consultant did not identify any interference in the project management, coordination, and monitoring and evaluation. UNDP-Namibia made every effort to respond to any request of the project team to overcome difficulties, such as issues relating to inconsistent financial reports, weak deliveries by contractors (consultants or suppliers), in providing prompt and appropriate support to OSISA and partners.. All fund disbursements were handled with prompt action.

92. In light of the above achievements, UNDP-Namibia performance is assessed highly satisfactory.

4.7.2. Project Steering Committee

93. The Project Steering Committee: The PSC provided overall guidance and direction to the project and responsibly reported to OSISA and UNDP Namibia on progress and results of the project achievements to the respective organizations. It also provided management decision-making for the project whenever guidance was required by OSISA or implementing partners.

4.7.3. OSISA

94. OSISA, as the Regional project implementation agency, ensured the overall supervision of the s three outcomes and execution of the budget, in collaboration with its partner (ENDA, UNOPS, Equator Initiative), including other stakeholders.

95. He established the Project Coordination Unit (PCU) in its headquarters and recruited a Regional Coordinator assisted by OSISA staff (The Team Leader of Social-Economic-Justice Cluster, and the Communication Specialist) in day-to-day management activities. The Coordinator was responsible for liaising with the partners, the sub-regional and field teams and stakeholders, ensuring that the work programme is timely implemented and in a coherent manner, progress are monitored and appropriate measures are taken to address issues and provide the required means, and reported to OSISA and UNDP-Namibia.

At the sub-regional level, the Coordinator worked in closed collaboration with the SARWG team (Southern and Eastern Africa), ENDA and SPONGS (West Africa and Central Africa), and with the Equator Initiative/UNOPS. ENDA chaired the regional platform of CSOs and the thematic working groups. Its role is assessed satisfactory. He also coordinated the reporting process, and gathered and compiled technical and financial reports from the implementing partners.

4.7.4. Environment and development in Africa

96. In its capacity of implementation partner of outcome 2, ENDA fulfilled its coordination and leading role of involving and motivating all the CSOs across the SSA sub-regions in a highly satisfactorily manner. It organized many consultations and thematic training workshops to foster common understanding of what the role of CSOs should be in their respective countries and at the regional level in order for the countries to embark on the environmental strategic and inclusive planning process to achieve the SLM target.

97. ENDA also helped establish a new regional CSO coalition built on the existing sub-regional platform and provided the Secretariat functions.

98. ENDA also ensured that practical knowledge on SLM best practices was identified and shared among stakeholders. It also performed an important and highly satisfactory role in encouraging CSOs' involvement in international SLM initiatives and debates, such as COP events and the Cotonou Agreement.

99. ENDA also continued editing and publishing the Drynet Newsletters in collaboration of the EU project, including several thematic technical papers that were widely distributed and that contributed towards improving CSOs' and other stakeholders' knowledge on SLM issues and policy.

4.7.5. The Equator Initiative & UNOPS

100. The most relevant partnership of this project is the Equator Initiative. This partnership brings together the United Nations, governments, civil society organizations, business people, and grassroots community organizations to build capacities, share knowledge and foster communication in order to ensure SLM and impact the country programmes for the reduction of the poverty line, through sustainable conservation and use of land resources and biodiversity.

101. The initiative concentrates on three thematic action areas: (i) the Equator Prize; (ii) Equator Dialogues; (iii) Equator knowledge and build the capacity of grassroots organizations to deliver results and scale-up impact.

102. The Equator Prize is awarded biannually in order to recognize outstanding community efforts of communities engaged in sustainable land management and biodiversity conservation. The Prize is designed to bring the worlds’ focus on leading grassroots efforts by celebrating them on an international stage. The Equator group’s involvement in this project was valuable, in awarding 12 Prizes for SLM to grassroots communities who participated at COP 11 and COP 12. This was a good opportunity for the winners to attend meetings and side events, share learned lessons on SLM and interact with people from other countries worldwide. Their participation was particularly appreciated by the CSO Coalition and the official of the project’s implementing countries.

4.8. Civil Society Organizations

103. The countries’ CSOs worked closely with communities in providing capacity-building facilities and inter-community learning on effective SLM techniques, including awareness raising towards community engagement in the UNCCD.

4.9. Performance of other stakeholders

104. The project formulation took stock of experience and extensive stakeholder consultation process developed by past and actual initiatives, such as the TerrAfrica partnership platform, the IUCN NGO member network.

105. TerrAfrica CSO Initiative’s contribution to CSO and stakeholder capacity building:

- TerrAfrica provides some level of support to the coordination of SLM stakeholders in many countries of the SSA region, including participation from NEPAD, the UNCCD Secretariat, the UNCCD Global Mechanism, World Bank, International Fund for Agricultural Development (IFAD), FAO, UNDP, UNEP and AfDB as well as multilateral organizations (European Commission and other bilateral donors) in strengthening partnerships for SLM.
- TerrAfrica through the leadership of UNDP implemented a project aimed at enhancing the role of CSOs in upscaling SLM. Though this project, CSO visioning exercises were supported in Lesotho, Uganda, Cameroon and Kenya.
- Its interventions focused on: (i) coalition building; (ii) knowledge management; and (iii) investments. Although CSOs are represented in the TerrAfrica Executive Committee, their effective engagement, particularly at the national level, was limited to consultations on the CSIF processes in the countries that had formulated CSIFs (e.g. Uganda, Ethiopia and Ghana).
- This process resulted in the formulation of a strategic plan of action for CSOs in Uganda as well as a national CSO SLM network. The project further facilitated an SSA CSO consultative process aimed at reviewing existing coordination mechanisms, particularly RIOD, and the development of an action plan to address the identified barriers. The process culminated in CSO representatives recommending the establishment of a new SSA SLM network for CSOs with a clear and well-harmonized vision and purpose at the national and international levels.
- However, although the Project Preparation Grant (PPG) process was guided by the TerrAfrica CSO Special Advisory Group (SAG) (partnership body, responsible for facilitating CSO participation in the TerrAfrica SLM processes), its involvement in the CSO project implementation start-up, highly appreciated by the stakeholders, has become very limited as the implementation moved forward.

106. The International Union for Conservation of Nature (IUCN)

- IUCN has developed sound experience in supporting CSO platform coordination, with a particular focus on pastoralism and pasture management issues, through a co-financing from the World Initiative for Sustainable Pastoralism (WISP).⁷

However IUCN’s contribution to this project implementation was limited to some meetings with no significant commitment. It is recognized by the stakeholders that its decaded support to the project implementation could have helped in boosting and streamlining CSOs’ capacity building and involvement in SLM by linking them to policymakers make their voices heard.

⁷ Originally, it was a GEF-funded projected implemented by UNDP and executed by IUCN.

5. PROJECT RESULTS

5.1. Overall achievements

107. It was expected that the project in empowering CSOs and grassroots organizations of SSA countries will contribute to improve their participation in the implementation of UNCCD convention, TerrAfrica and other SLM strategic programmes. It targeted to achieve. The project will also enable at least four countries to modify their policies on land with respect to biofuels and long-term leasing as a result of CSOs’ advocacy and ten land managers and/or farmers from prize winning communities to replicate lessons learned.

108. In seeking an effective and operational CSO role in the SLM process, the project pursued the replication of successful stories of past project initiatives.

109. In raising awareness, promoting their capacities in planning and budgeting, their work programmes, improving their political advocacy and establishing operational and lasting platforms, which are considered instrumental in ensuring that the role of NGOs go beyond simple project implementation and be reflected in the country development policy and strategy definition.

The Project major achievements are:

- i. Establishment of five working thematic group:⁸
 - Agriculture (thematic leader A, regions b, c, d);
 - Energy (thematic leader B, regions a, c, d);
 - Agroforestry (thematic leader C, regions a, b, d);
 - Gender and SLM (thematic leader D1, regions a, b, c);
 - MCNR (thematic leader D 2, regions a, b, c).
- ii. Twelve prizes awarded by The Equator Prize to SSA grassroots communities involved in SLM and who participated at UNCCD COP 11 and others events organized by the Equator Initiative.
- iii. The project supported the organization of a side event, Partnering with civil society to enhance sustainable land management in sub-Saharan Africa, held at COP-11 on 18 September, in Windhoek, Namibia.
- iv. Twelve important case studies were conducted and their reports were published to document successful stories on SLM practices at the grassroots community level. The reports can be found on the OSISA web site, ENDA website and the Equator Initiative website, including UNDP-GEF.
- v. A regional coalition of CSOs for sustainable land management in the SSA was created with aim to serve as the Leading platform and only bona fide that will brings together communities, CSOs, NGOs, governments and the private sector to work together to promote SLM in SSA. It is supported by a five-year strategic business plan, the “SUSLAND Strategic Framework”, to be implemented from 2016 to 2020 and aiming to: (i) create a network of African CSOs that will influence policies and facilitate SLM; (ii) serve as a permanent mechanism to improve the participation of CSOs and communities in SLM in complementary manner with TerrAfrica Strategic framework; and (iii) mobilize and build capacities of CSOs and communities. However, due to delay in completing the studies, the designed Strategic Framework is still in draft form and yet to be officially endorsed by the NEPAD.
- vi. The project published a number of concept note papers, books and leaflets, among others, highlighting the findings and the success stories in SLM (See References, section 7).
- vii. A Drynet newsletter is regularly issued in English and French (www.dry-net.org) under ENDA coordination and in collaboration between the GEF/UNDP project and the former EU project that supported CSO capacity building in SLM.

Table 10 presents the results of major achievements of the project targets.

⁸ Structure for CSO Network Coordination on sustainable land management in sub-Saharan Africa. Concept Note. May 2014.

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Table 10: Assessment of the achievement of the targets

Objectives & Outcomes strategy	Targets	Comments
	targets	
Goal	Sustainable land management policies at the international, regional and local levels informed by grassroots organizations	
Objective: To empower local grassroots organizations in SSA to participate in and influence the implementation of UNCCD, TerrAfrica and other SLM processes, programmes and policies	At least 4 countries modified policies on land with respect to biofuels and long-term leasing as a result of CSOs' contribution through advocacy. ⁹	<ul style="list-style-type: none"> ✓ All the three expected results are not fully achieved (50%). They will need to be further addressed during the extension project. ✓ The number of SLM-friendly policies influenced targeted at the local, national or regional levels as a result of CSOs' and community advocacy are initiated mainly in SADC countries, but with no tangible results because the process is still in progress. ✓ Civil society in some countries is engaged in advocacy activities. However, due to poor baseline indicators, it was not possible to assess the potential policy change induced by the project implementation. ✓ Since policy change is a slow process, despite the political good will from the government, the expected results could not be achieved; thus, the overall system remains as before. The risk concerning the government's short-term vision has had negative consequences on the project completion and also endorsement of the findings (CSO Coalition, Strategic SUSLAND Framework, etc.).
	At least 4 countries engaged in open, widely consultative national debate on the impacts of land grabs and biofuels on the national heritage and food security as a result of CSOs' contribution in advocacy.	
	This indicator is shared between the CSOs and other SIP host projects. At least 10 land managers and/or farmers from the winning initiatives replicate it following the publication of the Prizes and lessons.	<ul style="list-style-type: none"> ✓ Since the indicators were poorly defined, it was not possible to base the assessment of their achievement. ✓ Only a limited number of communities (or members) have adopted best practices learned from the SLM innovation competitions and documentation, not as a result of this GEF-Project, but a combined effect of the GEF project and experience gained from past projects. ✓ The success stories are yet to be replicated in similar sites by the grassroots communities. The Prize winners still have weak skills to promote their experience. Technical follow-up monitoring is ongoing and may provide relevant outputs. ✓ The Equator Initiative has facilitated competitions among communities for their innovative initiatives in SLM. However, they

⁹ Noting that CSO can only contribute; the responsibility for achieving this indicator lie outside the direct mandate of the CSO

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		have yet to disseminate lessons learned, since they addressed multi-purpose activities.
Outcome 1: CSO Technical Capacity in SLM and knowledge-based advocacy increased.	At least 8 position papers on topical issues published by CBOs/CSOs/NGOs/ community groups and presented in at least 5 side events (in conjunction with outcome 1). Topics will link effects of policies on SLM practice and poverty reduction, e.g. trade, land tenure, governance, carbon finance, etc.	<ul style="list-style-type: none"> ✓ This result has been achieved with relevant publications, which were amply disseminated (80%). ✓ Drynet hosts regular side events with at least one policy paper at each UNCCD event produced and discussed. Its membership has been widening, with satisfactory coverage in the SSA. Some strategic and background material was produced to improve advocacy activities, through mobilized co-financing. ✓ No tangible influence on SLM policy was noted
	At least 4 training courses developed on topical subjects and at least 4 training workshops organized that reach at least 100 CSO groups (with interest). The training tools are made available on line and on hard copies; partnership with an LD/SLM institution facilitated to sustain training.	<ul style="list-style-type: none"> ✓ More than 4 targeted training workshops were organized and attended by over 100 participants including CSOs, communities, NGOs, journalists, officials from government institutions, local authorities, politicians, etc. (100%) ✓ Training was provided to CSOs on SLM, climate change resilience and water resource, policy design and institutional arrangement specialists. ✓ .
Outcome 2: Coordination of African CSOs improved to enhance partnerships for effective coordination and knowledge transfer.	At least 35% increase in numbers attending and improvement in pre-event preparations.	<ul style="list-style-type: none"> ✓ There has been an increased number (more than 50%) of CSOs that have attended UNCCD COPs, CRICs, side events, supported by the GEF project funds.
	At least a 50% increase in pre-event preparedness and in the quality of participation, indicated by number of discussions held on important topical subjects and positions reached and delivered at the UNCCD events.	<ul style="list-style-type: none"> ✓ The number of participants has substantially increased (by over 60%) because the project supported participation at UNCCD-COPs and CRICs and other international fora. ✓ Drynet pre-event preparation were successful due to the active collaboration of CSO groups and UNCCD event organizers.
	A vision for SLM among CSO developed; coordination mechanism registered (is a legal entity in a selected country), programme of work and funds raised, a constitution agreed and other	<ul style="list-style-type: none"> ✓ The coordination mechanism of the CSO coalition have improved and become more functional, with a programme of work and resources.

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	modes of operations understood, shared and agreed	
Outcome 3: Community innovation in SLM recognized, rewarded and upscaled.	At least 30 community groups (CBO/CSOs/NGOs, farmers/herders associations, etc.) participate in at least 5 international and regional UNCCD, TerrAfrica, CAADP and other conferences, and contribute to debate on policy issues (community dialogue spaces). Local leaders from at least 30 CBOs/CSOs/NGOs and other community groups trained to promote advocacy initiatives.	<ul style="list-style-type: none"> ✓ More than 40 communities participated in international events (100%). ✓ Number of SLM innovation competitions organized and awards issued. ✓ The Equator Initiative organized Prizes competitions for communities along the equator, based on innovative biodiversity conservation initiatives that contribute to livelihoods and reduce poverty.
	At least 5 publications released and disseminated documenting best practices.	<ul style="list-style-type: none"> ✓ This result was fully achieved with more than 10 quality papers published and shared between CSO and all the project stakeholders (100%). ✓ 12 communities were awarded Prize and their success stories/prize-winning case studies published by the Equator Initiative and UNDP. ✓ Quality case studies were conducted and published on specific topics.
	At least 15 local level dialogue facilitated by “returning” communities/ CBOs who attend the international dialogue as potential prize winners.	<ul style="list-style-type: none"> ✓ Among the several community dialogues held at national and sub-regional levels following CSO/community dialogues at the international fora, only a few were related to returnees (20%). ✓ The Equator Initiative Prize organized several events for the winners, which were not limited to SLM constituencies. The International Consultant did not have sufficient time during his in-country travel to liaise with the winners and assess the impacts of communities’ participation at the events on the improvement of their SLM activities.
	Number and quality of award-winning case studies published and disseminated.	12 case studies awarded were published and disseminated.

5.2. Project achievements by component

5.2.1. Component 1: Capacity of CSO to facilitate community participation in national, regional and international SLM policy and programs increased Capacity building of CSO to facilitate community participation in national, regional and international SLM policy and programmes:

110. The project contributed to strengthening SLM policies, promoting adoption of good practices and the science/knowledge cycle to increase the systemic and individual capacity of CSOs. The project achieved the following significant results:

5.2.1.1. Outcome 1: CSO Technical Capacity for SLM facilitation and knowledge based policy advocacy increased

111. Resource barometer. Under the leadership of ENDA, five specific case studies addressing the current institutional and legal issues of extractive industries and biodiversity conservation were conducted in Botswana, Democratic Republic of the Congo, South Africa, Zambia and Zimbabwe. The five reports were published and disseminated to stakeholders. A regional synthesis of the key findings of the five reports was produced and presented during the UNCCD COP 11 on 16-27 September, in Namibia, at the side event of Better Land Use, Better Future For All.

112. As a result of the awareness raised from the findings of these case studies the countries took initiatives to improve mining policies in urging the and in order to improve at local level revenue generation mining companies. At the regional level, there has been a strong case for harmonizing mining policies, which has led to the establishment of the Resource Barometer for Southern African countries (SADC), adopted by members of the Parliament forum for monitoring the management of natural resources. The Barometer promotes better natural resources management for SADC citizens.

113. Communication strategy: OSISA, with help from UNDP-Namibia, recruited independent consultants to conduct a survey, organize a workshop, and develop a communication strategy to guide information sharing and facilitate the CSO networks. The Communication pursues four objectives: (i) building a movement of a variety of stakeholders to understand, promote, support and sustain SLM practices; (ii) lobbying and influencing policymakers and development partners to support SLM efforts in SSA; (iii) deepening the understanding of SLM by vulnerable African communities; and (iv) facilitating knowledge sharing on SLM in Africa. The communication strategy harmonized the ways in which effective communication and advocacy can promote SLM for sustainable economic growth in SSA, including networks and enhanced visibility of the project during international conferences and seminars such as COPs and CRICs. However, due its late organization, in May 2015, it is not sure whether it is being implemented and whether it is effective in enhancing information and knowledge sharing between CSOs at the local, national and international levels. The consultations undertaken during the in-country evaluation could not assess its status and answer the question to which extent it will help the CSO Coalition improve information sharing between the stakeholders and prove its relevance to addressing the desperate need to foster communication impacts in the networking

114. CSO Coalition: The project supported the creation of the African coalition of CSOs for sustainable land management in the SSA region, with a long-term strategic framework. In the context of this coalition strategic framework, a five-year business plan was developed “SUSLAND Strategic Framework” to be implemented from 2016 to 2020. Its aim is to consolidate achievements and impacts generated by the GEF/UNDP project and position itself as the leading and only bona fide platform that brings together communities, CSOs, NGOs, governments and private sector to work together to promote SLM in SSA. Its main objectives are to: (i) create a network of African CSOs that will influence policies and facilitate SLM; (ii) serve as a permanent mechanism to improve the participation of CSOs and communities in SLM; (iii) mobilize, build capacities of CSOs and communities, and create an impact on SLM and strategy development processes. However, due to delays encountered, the designed Strategic Framework is still draft form and yet to be officially endorsed by the AU, NEPAD/TerrAfrica. The final version is still under review and will be issued soon.

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5.2.1.2. Outcome 2: Coordination of African CSOs improved to enhance partnerships for effective coordination and knowledge transfer Established partnerships for effective coordination and knowledge transfer:

115. The project organized several training workshops on:

- i. **Sustainable Land Management, natural resource management and land grabbing, including mining and good agricultural practices.** This training was provided to more than 100 CSO groups. It helped improve CSOs’ knowledge and raised awareness of land degradation issues and the challenges in adopting and implementing coherent policies and law enforcement at the national and regional levels;
- ii. Awareness on GMOs. At the workshop held on 8-10 in Dar es Salaam for the Eastern and Southern Africa CSO Coordination the CSOs discussed and raised awareness on the use of GMOs and its related impacts, including gender-related SLM issues and effective information sharing. Also, ample discussions were held on CSO capacity strengthening on natural resources management, the adoption of ecosystem approach to ensure sustainable conservation, and on the need to undertake cases studies on ongoing conservation projects in East Africa, such as the Basin-wide Strategy on SLM and the Status of Community-Driven Development Project.
- iii. **Media training workshop:** Journalists are considered a strategic target group because of the significant function that the media has to play in SLM dissemination of knowledge, raising greater awareness and advocating for civil society organizations engagement in adoption of best practices. However, many of them have limited knowledge on environmental protection issues and advocacy for alternative policy options. Therefore, a training workshop was organized on 14-16 in Nairobi to improve their capacities in SLM related communication skills. Twenty-one journalists from Southern Africa, East and West Africa benefitted from the training workshop.
- iv. **Ccommunity capacity-building:** Organized in collaboration with E.I, on 13-15 June 2014 at the Kenya School of Monetary Studies in Nairobi, Kenya, attended by 35 **winner of the Equator Prize** from different countries of SSA, to provide them with opportunities to to share lessons learned on land management, addressing common challenges faced and to interact with policymakers.
- v. **Strengthening CSOs’ capacity in SLM related socio-economic development and livelihoods of rural communities SSA:** This was organized on --- and attended by 30 representatives from African CSOs, development institutions/partners and media. Two major themes were addressed: (i) building a Common Vision: “A network of African CSOs likely to influence public policies and facilitate SLM experiences and best practices sharing for grassroots communities by 2020”; and (ii) Coordination Mechanisms: Particular emphasis was placed on how to successfully and efficiently implement partnership and collaborative work programme and (iii) designing the structure of CSO Network on SLM.
- vi. **Land grabbing:** Awareness was raised on land grabbing and its environmental and socio-economic impacts followed by a dialogue session on land grabbing in SSA, organized during the inception workshop in Dakar, Senegal, in July 2013. Following the workshop, several debate workshops took place in some countries such as Senegal, South Africa, Zambia and Mozambique. As usual, however, no significant outcome seems to have emerged from these workshops nor influenced the government’s environmental or mining policies, nor was significant momentum generated at the community level towards a radical change.
- vii. **Knowledge sharing:** organized in Dar es-Salam, United Republic of Tanzania, on 8 -10 October 2014, for the Eastern and Southern Africa CSO on “Sustainable Land Management; Enhancing the Management of Natural Resources and Information Sharing”. This workshop was organized under the coordination of OSISA, by ENDA and the Tanzania Coalition for Sustainable Development, with technical inputs from NEPAD/TerrAfrica and the Lake Victoria Basin Commission. The workshop gathered representatives of CSOs, as well as partners involved in SLM, from Southern and Eastern Africa.

116. Several technical meetings were organized by ENDA and OSISA at regional and sub-regional levels for CSOs to discuss sustainable land management strategies in SSA:

- i. A regional workshop was organized on 27-29 August 2013 in Saly, Mbour (Senegal) by ENDA, OSISA, and the Equator Initiative/UNOPS).¹⁰ to set up coordination mechanisms in establishing a partnership for effective

¹⁰Structure for CSO Network Coordination on Sustainable Land Management in sub-Saharan Africa. Concept note. May 2014.

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knowledge transfer; and to design linkages between CSOs involved in SLM at the regional, sub-regional, national and local levels.

- ii. Regional meeting “thematic leaders”: In preparation of UNCCD COP-11 held in Windhoek, Namibia, on 16-27 September 2013, a meeting was organized and four thematic working groups for the four sub-regions of the SSA were established: (i) Agriculture (thematic leader A, regions b, c, d); (ii) Energy (thematic leader B, regions a, c, d); (iii) Agroforestry (thematic leader C, regions a, b, d); (iv) Gender and SLM (thematic leader D 1, regions a, b, c); and (v) MCNR (thematic leader D 2, regions a, b, c). This meeting served as a preparation of the SSA in terms of updating the participants on the critical issues at stake for the UNCCD COP 11.
- iii. The Workshop also acknowledged the efforts of the UNCCD Secretariat and the Parties to advance the implementation of the Convention and made recommendations on a number of issues of particular concern to the CSOs, and that call on the Parties to: (i) increase the CSOs’ involvement in national coordinating bodies to facilitate their participation in the process of alignment of National Action Programmes to the ten-year Strategic Plan of the UNCCD; and ensure that this alignment is participatory and inclusive for all stakeholders; (ii) increase support to all CSOs so that they may be represented in the decision-making processes including attendance to the UNCCD international meetings and set-up of a Special Fund for this purpose; (iii) facilitate CSOs’ involvement in the reporting process, for instance by adapting templates for the PRAIS portals; and (iv) encourage CSOs’ to seek accreditation to the Convention.
- iv. Workshop on biodiversity: The project helped organize a seven-day workshop in Nairobi, Kenya on 12-18 July 2013, gathering local communities from 11 countries in East, West, Central and Southern Africa to share and exchange local experiences in the context of realizing the MDGs. The workshop adopted a declaration called the “Biodiversity Community”, which:
 - ✓ reaffirms the commitment of the communities to participate in sustainable development programmes grounded in their unity in diversity and equality, drawing on the unique contributions of men, women and youth.
 - ✓ recalls the commitment made by over 160 Heads of State to advance the appreciate to recognize the critical role of local communities in advancing sustainable development and reducing poverty;
 - ✓ acknowledges the efforts by the UNDP, the Equator initiative, Groots International, Groots Kenya and the Local Host Committee in convening and facilitating participation in the community workshop;
 - ✓ commits them to: (i) strengthen local community development work by applying the strategies and approaches we have shared and learned at this workshop; (ii) build ongoing relationships across communities so as to strengthen grassroots capacities and networks and gain recognition and trust as full partners in the achievement of sustainable development; and (iii) partner at the local, national and global levels in the effort to achieve the MDGs and other sustainable development targets.
- v. Through all these workshops, meetings and COP side events, the of attendants was exceeded and their knowledge in pre-event preparation was vastly improved

117. Publications: under this outcome, a newsletter and several policy, strategy and case study papers were published:

- i. Drynet hosts newspapers was issued on a regular basis and displayed at UNCCD COPs and events. Because of financial constraints (only funds from ENDA) and limited subscribers, Drynet newsletter was distributed in few countries, thus was unable to reach more people and raise awareness on SLM.
- ii. Several case studies were conducted, published as success stories and widely disseminated to the stakeholders. Some of them served as background policy papers and strategic frameworks, and were displayed at the side events. One of the policy papers and 3 case studies reports on “social and environmental accountability in East and West Africa countries” were presented at high-level event of COP11 and distributed to the stakeholders; including other relevant papers related to environment protection, climate change and global warming, land tenure, governance, carbon finance, the UN-REDD programme, biodiversity and livelihoods.

5.2.2. Component 2: Community voices heard and innovation in SLM recognized

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118. This component is addressed through one key outcome (**Outcome 3**): **Community innovation in SLM recognized, rewarded and upscaled.** This outcome aimed to effectively inform the “International SLM dialogue and policy processes” about community opinions and knowledge. It entailed participation of CSOs and community representatives at several meetings and events organized by the Equator Initiative to award Prizes to winners in **SLM** competition.

119. Three prize award ceremonies were organized by the Equator Initiative:

- i.** On 17 June 2014, In Nairobi, Kenya: 12 community initiatives were awarded for their innovative practices in SLM and their promotion of pro-poor development strategies.
- ii.** On 22 September 2014, in New York, USA at Avery Fisher Hall, Lincoln Centre, hosted by UNDP and partners. This award gathered 55 winning communities from all over the world, including SSA, under different thematic areas;
- iii.** On 12-23 October 2015 in Ankara, Turkey, at COP12, the Equator Initiative (E.I) with ten country representatives of the Equator Prize for SLM, organized two days’ workshop on community dialogue/learning, where the winners reported on the first phase of knowledge exchanges and on in-country national award ceremonies. They also learned about the UNCCD strategies/priority actions and the SDGs. Two SLM winners were selected by the UNCCD CSO Officers from: (i) Utooni Development Organizations (from Kenya) to take part at the high level event; and (ii) Kasisi (Zambia) to speak on behalf of CSOs at the UNCCD plenary. They also acted as representatives of civil society at a high-level round table on land tenure and land rights. In addition, one day event was dedicated to Indigenous Peoples and Local Communities at the Rio Conventions Pavilion.

120. UN Convention to Combat Desertification, COP-11, Windhoek, Namibia:

- i.** The Equator Initiative provided a compendium on drylands, which was launched at COP11 in Namibia, as part of their contributions to the CSO activities at COP.
- ii.** The project also supported organization of a side event, “Partnering with Civil Society to Enhance Sustainable Land Management in sub-Saharan Africa”, held on 18 September, 2013 in Windhoek, Namibia, and attended by over 40 community members representing groups from different countries. During the Conference, the Equator Initiative organized eight side events on SLM, as part of the World Indigenous Network (WIN) Dialogue on: (i) the Sustainable Use of Water in the Sub-Saharan Africa; (ii) Womens’ Empowerment in Sustainable Land Management; (iii) Community-based Natural Resources Management; (iv) Knowledge Exchange for Capacity Building. In addition, there was a session on the Post-2015 Development Agenda.

121. Capacity building: A capacity building workshop was held in Nairobi Kenya, on 13-15 June 2014. The workshop provided an opportunity for 35 leaders from CSOs and community groups to be empowered on SLM advocacy mechanisms and to share lessons learned.

122. Equator Prize 2014 Community Dialogues: A four-day community dialogue was held at UNDP headquarters in New York from 18-23 September 2014, attended by over 40 people. The dialogue sessions included workshops on the GEF Small Grant program and proposals, as well as thematic sessions on UN-REDD, RARE activities and fellowships, the Climate Change Summit, and the World Conference on Indigenous Peoples. A publication on the previous work of Equator Initiative was issued and distributed at the workshop. Relevant case studies were conducted (see references) on drylands and presented at the Case Study Compendium, showing the best practices in SLM from the Equator Prize winners working in dryland ecosystems in Africa. Many of the groups featured in the publication of COP11 shared stories and best practices in side events organized by Equator Initiative.

123. Equator Prize Winners Statement – World Day to Combat Desertification: The project supported the organization of a gathering of Equator Prize winners on 17 June 2014 in Nairobi, Kenya, for representatives from 11 countries in SSA during the celebration of the World Day to Combat Desertification. The event made it possible for participants to share innovative and break-through strategies in SLM. The CSOs and participants recognized the works accomplished that contributed or were likely to contribute to some extent to: (i) increasing the value of arid land for agricultural purposes and the promotion of tourism and community livelihoods that reduce poverty; (ii) supporting family and community reforestation; (iii) managing run-off and reduced soil erosion through bunds and hedgerows; (iv) protecting wildlife from poachers; and (v) encouraging the involvement of policymakers in SLM processes.

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124. Furthermore, E.I maintained a very close relationship with the UNCCD CSO Officer to recognize the value of having Equator Prize winners at both COPs, including representatives from grassroots groups at the CSO sessions and at the plenary sessions.

125. It was not possible to confirm whether or not lessons and knowledge learned following the publications of the Prizes and participation of the winning-communities at the COP meetings were replicated and to what extent they were shared by the communities throughout the SSA and worldwide.

126. Most of these side events were driven by community representatives, participating in panel discussions. The dialogues were an opportunity for peer-to-peer knowledge exchange among local communities and indigenous groups, as well as an opportunity for them to interact with policymakers, government representatives and officials of the UNCCD. The participation also provided them with important lessons to promote advocacy initiatives for local leaders because they had the opportunity to interact with policymakers.

5.3. Project achievements as per evaluation criteria

5.3.1. Relevance

127. As mentioned in section 2.7, the results achieved are assessed as ‘highly relevant’ to the project objectives and SSA country environmental and sustainable land management policies, as well as agricultural and food security priorities. Indeed, the results contributed to streamline the vision and roles of the CSOs in SLM and UNCCD 10 years’ initiatives and TerrAfrica Strategic environment initiatives implementation.

5.3.2. Effectiveness in achieving the project objective and outcomes

The effectiveness of the project is considered ‘moderately satisfactory’ (3/6) because the major targets were not successfully achieved, despite the important efforts developed by the implementing partners and stakeholders. Indeed, the limited fund allocated and the short time frame of the project is critical to the effective completion of the programme of work and effective empowerment of the CSOs. Moreover, since the emphasis was on technical issues and consultations, the project was not successful to remove the many institutional and policy barriers undermining the involvement of CSOs and to mainstreaming SLM policy and legislation at the grassroots community level.

128. The baseline situation described in the project rationale did not improve much as expected; therefore, the efficiency in achieving the project objectives and outcomes was ‘moderately satisfactory’.

129. The quality of coordination provided by the PCU and the implementing partners was not at the desired level, because the coordinator faced many operational difficulties in communication issues. There has been a weak synergy and complementarity between the project activities and those undertaken by other stakeholders who have developed and demonstrated proven experience and skills in CSO capacity building and SLM strategies.

5.3.3. Efficiency

130. The project approach and implementation approach and arrangements, as well as results delivered are assessed as ‘satisfactory’, despite difficulties and challenges faced in balancing between consultative and technical workshops, and effective capacity building to improve the CSOs advocacy skills to induce policy and strategies changes at the national and regional levels.

131. The deliveries were not time-bound and quality result-based. Moreover, due to the weakening of the partnerships between the project teams and the relevant governmental and international initiatives (IUCN, TerrAfrica, GEF Small Grant, GEF focal points, etc.) the project implementation could not take stock of past and existing experiences of CSO advocacy capacities, to raise more awareness, empowering local communities and delivering, in a timely manner, the expected results, using the allocated limited resources cost-effectively.

5.4. Project impacts

5.4.1. Policy and legislation levels

132. The project results generated:

- viii. Significant awareness and a momentum on SLM;
- ix. empowered COSs capacities and ability to make sensible decisions and give good advice at policy and law enforcement levels, because of the improved knowledge they gained from the project;
- x. improved knowledge of grassroots communities in SLM and environmental protection;
- xi. availability of reference papers (mining, SLM, land grabbing, policies and environmental regulations) on good SLM practices documented by case studies of success stories (See References, section 7); and posted on the OSISA website, the ENDA website and the Equator Initiative website, etc.
- xii. establishment of an African coalition, bringing together CSOs, grassroots communities, NGOs and government officers to work together with the private sector and partners to promote SLM in SSA;
- xiii. a long-term (five years) strategic business plan framework -“SUSLAND Strategic Framework”– developed to mainstream SLM in the SSA.
- xiv. Regular information sharing through the Drynet newsletter is issued in English and French (www.dry-net.org) on a regular basis.
- xv. many relevant and inspirering lessons learned that can be replicated elsewhere in the SSA region and help fine-tune similar GEF/UNDP-funded projects.

5.4.2. Environment benefits

133. Since this project is part of the TerrAfrica programme, it was designed to increase the sustainability of the global environmental benefits delivered by the Strategic Investment Programme (SIP), supported by GEF funds. Its implementation contributed to mainstream to some extent the CSO GEF project.

134. However, the project implementation had a little meaningful impact on the improvement of the global environmental benefits, as expected by the project targets.

135. However, the project established a solid baseline for of indicators and targets against which the achievements and results can be monitored and assessed over time.

136. Through the creation of the SSA CSO Coalition and the SUSLAND framework, it can be affirmed that the project has laid the foundation of appropriate conditions to achieve, in the medium and long term, the project objectives and NEPAD vision to enable integrated sustainable environment and land management with subsequent lasting improved socio-economic conditions of the grassroots communities.

137. Under the criteria of cost-effectiveness and progress towards stress/status change, the project impacts are rated as significant.

5.4.3. Biodiversity conservation

138. The project helped organize a seven-day workshop in Nairobi, Kenya on 12-18 July 2013, gathering local communities from 11 countries in East, West, Central and Southern Africa to share and exchange local experiences in the context of realizing the MDGs. Since no action was implemented, with the exception of awareness raising at the grassroots community level, the project generated very limited impact on the improvement of biodiversity conservation practices.

139. Furthermore, recommendations made by the workshop calling upon the leaders to fulfil declarations and commitments taken at various summits of Heads of States and governments were not addressed.

5.4.4. Sustainability

140. . Overall sustainability of the project results and impacts has been assessed as moderately likely, which indicates that some risks to sustainability identified have not been mitigated; thus, most of them are likely to be lost once the GEF ends.

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This assessment of sustainability also took into consideration the dimensions of financial, socio-economic, institutional and environmental sustainability.

141. Financial resource is critical to sustainability of the consolidation of the project outcomes and impacts

Indeed, the project impacts are assessed as very limited with regard to lack of implementation of tools and strategies developed, the many existing barriers to be removed, etc.), and a lack of commitment from the governments and stakeholders, the impacts generated by the project are likely to be lost at the end of the project, because of lack of financial resources.

142. However, there are three key concepts to ensure sustainability and which deserve specific consideration: (i) coherent application of SLM knowledge and practices acquired during the lifespan of the project; (ii) consistent participation of communities in policy dialogue at all levels; and (iii) proactive coordination and networking of CSO beyond the project.

5.4.5. Replicability

143. Replication was a key consideration that influenced the project design because SSA is an extensive region with a large number of CSOs and a great need for CSO capacity strengthening. But activities cannot be implemented in all the countries during the project lifespan, and the project resources are very limited.

144. Promoting and rewarding the quality and strengths of the newly established CSO coalition and network coordination mechanisms, are expected to help in replicating the project initiatives in other several SSA countries. At this current stage of the project, it was not possible to assess the replicability of the project outcomes. It is hoped that that will be performed during the implementation of the strategic framework of SUSLAND.

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6. CONCLUSIONS AND RECOMMENDATIONS

6.1. Conclusion

145. Assessment of the project rationale, objectives and achievements testified the relevance of the project to the SSA country sustainable land management policies and AU/NEPAD. Indeed, since land resources are the fundamental basis of livelihoods for millions, it was a strategic vision to involve CSOs that are at the forefront of grassroots community empowerment to overcome barriers and challenges.

146. The Consultant acknowledged important achievements of the project made in the 2.5 year timeframe in sharing experiences, designing strategies and guidelines and build lasting advocacy capacities of CSOs and grassroots communities to break barriers and to gear the SLM process towards the specific needs of the SSA.

147. Despite difficulties and challenges faced, the project implementation demonstrated CSOs’ capacities and skills to streamline SLM policies in their respective countries and at the sub-regional levels in advocating on behalf of the voices and concerns of the grassroots communities and in influencing government policies on SLM, but in proposing mechanisms and strategies to make things happen.

148. The project implementation was achieved in compliance with the Strategic Results Framework and GEF/UNDP project implementation procedures and guidelines. The project overall implementation and achievements are assessed as satisfactory.

149. Table 10 provides a summary of the project ratings under the different criteria set forth for the GEF/UNDP Terminal Evaluation.

Table 11: Summary of project ratings

Criteria	Rating scale	Project score
Project implementation M&E:	(1-6)	
Overall quality of M&E	1-6 t	5 (Satisfactory)
M&E design at project start-up	1-6	4 (Moderately Satisfactory)
M&E plan implementation	1-6	5 (Satisfactory)
IA&EA Execution:	(1-6)	
Overall quality of project implementation/execution	1-6	5 (Satisfactory)
Implementing Agency execution (UNDP-Namibia)	1-6	6 (Highly Satisfactory)
Executing Agency execution:	1-6)
OSISA		5 (Highly Satisfactory)
ENDA/SPONGS		5 (Satisfactory)
Equator Initiative/UNOPS		5 (Satisfactory)
Other partners (IUCN, TerrAfrica, etc.)		4-3 (Moderately satisfactory to unsatisfactory)
Outcomes :		
Overall quality of project outcomes	1-6	5 (Satisfactory)
Relevance: Relevance (R) or not Relevance (NR)	1-2	2 (Relevant)
Effectiveness	1-6	5 (Satisfactory)
Efficiency	1-6	4 (Moderately Satisfactory)
Sustainability:		
Overall likelihood of sustainability	1-3	2 (Moderately unlikely)
Financial resources	1-3	1 (Unlikely)

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Socio-economic	1-3	1 - Negligible, apart from the communities who won Prizes and attended COP events.
Institutional and governance	1-3	3 (Likely)
Environmental	1-3	1 - Negligible at the national and regional levels. Only a few countries initiated their policy and institutional framework review, but none of them are yet concluded.
Impact:	3: Significant (S), 2: Minimal (M), 1: Negligible (N)	
Environmental status improvement	1-3	1 – Negligible at the national and regional levels. Only a few local interventions were undertaken by the grassroots communities. Most of the activities were focused on case studies whose recommendations were not implemented, and it was too early to assess recommended action significant impact at policy changes and remedial field actions.
Environmental stress reduction	1-3	1 – Negligible: No concrete action was undertaken towards stress reduction, with the exception of limited actions by grassroots communities.
Progress toward stress/status change	1-3	3 (Significant)
Overall Project Results	1-6	5 (Satisfactory)

6.2. Lessons learned

150. The project implementation provided many relevant lessons and experiences that can help refine similar future projects elsewhere and contribute to scaling-up SLM at a regional or national scale, if truly capitalized on.

6.2.1. Project design and alignment with SSA country policies and GEF/UNDP GEF Focal Area Strategic Programme

151. The project objectives and outcomes are relevant to the SSA country sustainable land management policies and aligned with AU/NEPAD and with GEF/UNDP- environmental protection programmes and, UNCCD strategies and priorities actions.

152. The project design is assessed satisfactory despite the overemphasis on the descriptions (40 pages) of land resources and ecosystem degradation of the SSA region, to the detriment of comprehensively highlighting the key issues (capacities, institutional, policy and legal and financial) pertaining CSOs and grassroots communities’ involvement in SLM.

153. . Moreover, the design of the original (ProDoc) and the revised (MTR, 2013) result matrix/logical framework are not SMART, because of inconsistencies in defining the project objectives, components, outcomes targets and indicators. .

154. Furthermore, the project scope and expected targets of the programme of work are -ambitious and not fully achievable in the project short timeframe (2.5 years) and the limited financial resources allocated.

6.2.2. Implementation arrangements and approach

155. In pursuing past multifaceted initiatives, through participatory and inclusive approach to address the many barriers to and challenges preventing CSOs and local communities in SSA from actively participating in and efficient contribution to SLM processes, the project has proved its efficiency and effectiveness and therefore is relevant and strategic to TerrAfrica and UNCCD initiatives.

156. The partnership between UNDP/GEF, OSISA, SARW, ENDA and SPONGS, UNOPS and the Equator Initiative to implement this GEF/UNDP Project, has proved its efficiency and the close collaboration established with key partners (TerrAfrica, IUCN, etc.) (CSOs, grassroots communities, journalists, policy-makers, officials, etc.), demonstrated the capacities of the CSOs to mainstream sustainable land management in the Sub-Saharan region.

157. But, the project could not successfully addressed the various barriers constraining CSO involvement in SLM and achieve all the targets expected to at its end, because the activities were heavily concentrated on consultations and training workshops, including debates, meetings and participation at international dialogue on implementation of UNCCD strategic frameworks. Furthermore, because of limited capacities (one staff) and sufficient financial resources, the project coordination unit could not coordinate and monitoring efficiently and timely the implementation of the work programme.

158. Furthermore, due to the lack of effective coordination and limited financial resources, the project could not address as required the various issues constraining CSO involvement in SLM. Therefore, instead of covering such a large area, it would have been strategic to conduct pilot actions in selected key areas to address specific issues. This would have helped to make cost-effective use of available financial provision and demonstrate success stories that can be easily replicated by other grassroots communities of similar areas.

6.2.3. Achieving the overall project objective

159. As stated in the ProDoc Results Matrix, the project is to empower CSOs and local grassroots organizations in SSA to participate in SLM under the UNCCD framework, in collaboration with TerrAfrica and other SLM practitioners and projects.

160. The project contributed to raising awareness on CSO capacity building and involvement in SLM and meaningful achievements towards national, regional and international dialogues aiming to achieve UNCCD’s goals of SLM and the MDGs. Indeed, important efforts have been developed by CSOs in awareness raising through sensitization and consultations at national and sub-regional levels, towards promotion adoption of good practices agricultural practices and

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environmentally friendly mining activities. All these achievements served as the basis for a paradigm shift towards sustainable livelihoods development and environmental protection in the SSA

161. The **three targets**¹¹ in the ProDoc Results Matrix (table 9), expected to be achieved at the end of the project, to empower CSOs and involvement of local grassroots communities in in SLM and participate in UNCCD initiatives and support its 10 years’ initiatives, were not achieved because the teams did not address the many barriers undermining SLM good practice adoption; neither the risks associated with political and institutional instability nor their mitigation measures provided in the logical framework were addressed. Therefore, despite important efforts made by CSOs in awareness raising, sensitization and consultations conducted at the national and sub-regional levels to promote SLM, the active commitment by CSOs to advocate for SLM in the countries –, did not create a significant momentum for the grassroots communities to substantially influencing government SLM policy changes at the local, national and regional levels.

162. Therefore, many efforts are still needed to improve CSO advocacy capacities and roles to positively impact the government land use policies and empower grassroots communities in the adoption of SLM best practices.

163. It was also expected that a number of communities (or members) adopting best practices from innovations on SLM should document and replicate their experiences. Indeed, although the Equator Initiative facilitated competitions for innovative initiatives and disseminated lessons learned from UNCCD COP events, since the project did not design appropriate strategic framework to support the prize winners to consolidate their achievements, building capacities, expanding their initiatives, monitoring and evaluation progress made, and share their experience with other communities.

6.2.4. The project’s implementation strengths

164. The selection of OSISA as implementation/executing agency for the overall project on behalf of NEPAD was very strategic on the part of UNDP-Namibia, because of its proven institutional and operational capacities on project implementation and management at a wide scale. The partnership established with ENDA, the Equator Initiative/UNOPS group were comparative advantages which helped to successfully execute the project and deliver quality results.

165. The participative and inclusive approach adopted by the project teams helped them overcome constraints and difficulties as they moved gradually towards the end of the project by 2015. The success was enhanced through the better understanding of each partner’s responsibility, accountability, and commitment to effective M&E. This was highlighted by regular meetings minutes, internal M&E mission reports, proper record-keeping and follow-up of recommended corrective actions, as well as regular assessment of the milestone-based planning process supported by reliable backstopping from the GEF/UNDP.

166. Analysis and stock taking of experience developed by past initiatives involving CSO capacity building and in SLM, as well as the strong country ownership of the project from the key implementation partners, were explicitly the project’s driving forces for the successful design of the project implementation strategies and that made it possible to focus on building a strong sense of commitment among the stakeholders.

167. Effective awareness-raising and knowledge sharing were essential to CSOs’ involvement and governmental key policy-makers’ adherence to the project objectives and activities. The project developed a well-researched, comprehensive and multi-pronged communication strategy, and created many opportunities for knowledge exchange and lesson sharing, even though it has yet to be streamlined.

168. UNDP-Namibia role and commitment, in its capacity as GEF project implementation Agency, in availing all financial resources provided by GEF and operational support were instrumental to the successful project implementation. UNDP/ Environment and Energy Unit has closely supervised the project in collaboration with OSISA and maintained contacts with partners and stakeholders, including regional institutions, AU, NEPAD and TerrAfrica.

169. As for all GEF/UNDP-funded projects, the results-based approach, supported by an adaptive management and comprehensive M&E approach enable the teams to overcome major constraints as they moved gradually towards the end of the project by 2015. The project implementation gained a lot from experience developed by past initiatives involving

¹¹ : Target (i): at least countries modifying policies on land issues, as a result of CSOs’ contribution through advocacy; Target (ii): at least four countries engage in open, widely consultative national debate on the impacts of land grabs and food security as a result of CSO contribution in advocacy; and Target (iii): at least ten land managers and/or farmers from the winning initiatives replicate their experience and lessons following the awarding of the Prize.

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CSO capacity building and engagement in SLM, as well as from proven technical and operational capacities of OSISA, ENDA, SPONGS and other proved to be valuable in facilitating project implementation and mainstreaming the overall project achievement process.

170. Understanding each other responsibilities and commitments, as well as strong CSO ownership of the outcomes were explicitly the project’s driving force in the successful implementation of the and involvement of the stakeholders (GEF, UNDP-Namibia, OSISA, ENDA, SPONGS, Equator Initiative, UNOPS, etc.). High-level endorsement of the project by AU/NEPAD and TerrAfrica, as well as support from the Equator prize, helped further root this project within the regional context and CSO capacity building and involvement in SLM.

171. It is acknowledged that, without effective supports from all the various stakeholders, the teams would not have overcome the institutional barriers and financial gap, and achieved the project objectives. Therefore, working together in a coherent, formal and established partnerships, can contribute towards harnessing local capacities and yield unexpected quality results

172. The GEF project implementation usually relies heavily on external consultancy competencies to deliver expected outputs, which was also the case in this project (to some extent for the case studies and development of strategies). Although this approach had the advantage (in most cases) of ensuring that the required services and necessary products would be delivered to the required standard and time schedule, the roles of the project teams are reduced to the minimum of the validation of the reports, so they do not have opportunity to master and value the documents content .

173. A focus on CSOs capacity building, institutional strengthening and empowerment of local grassroots communities, as well as the establishment of CSO coalition and consultation platforms were found to be key forces of the implementation of SUSLAND business plan, as well as the CSO project outcome consolidation interim phase (2016-2017) and the follow-up project (2018-2022) the consolidation of the outcomes and the follow-up priority actions future follow-up project. This will enable CSOs to work efficiently and to provide and empower stakeholder capacities at regional and community levels.

6.2.5. Underlying constraints and challenges faced

174. The project implementation was impeded by several constraints encountered by the teams and that have significantly affected the achievement of the outcomes:

- lack of recognition and integration of CSOs’ and grassroots community roles and capacities in government policy and decision-making processes;
- inability of CSOs to strengthen grassroots communities’ understanding of improved SLM;
- different approaches adopted by various stakeholders together with the government-led approach;
- decreasing agricultural production and increasing food insecurity and poverty, led farmers to abandon natural resources conservation and the adoption of good agricultural practices;
- denial by the legislation of community rights to access and manage their territorial natural resources (through, for example, water privatization and bio-piracy);
- institutional instability leading to poor and contradicting government policies and regulations;
- lack of political will from the governments to financially support implementation of coherent policies and enforce law and regulations;
- poor community skills in adopting best practices and undertaking SLM;
- poor dissemination to the users of relevant information, knowledge and experience produced by research and academic institutions, governmental and other partners institutions;
- limited sensitiveness to gender equity on land access issues.

175. Despite important efforts provided by the project to attempt to address these constraints, the baseline situation has not greatly evolved, because they have not been specifically addressed, the focus being on workshops, meetings and dialogues and designing thematic frameworks to promote good practices (already existing and known by all stakeholders) of SLM.

6.2.6. Project implementation weaknesses

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176. Delay of the project implementation: The project was designed to start in August 2012 and end on May 2014, but although the ProDoc was signed in July 2012 between UNDP-Namibia on behalf of GEF (19 July 2012) and OSISA on behalf of NEPAD (27 July 2012), it started on 8 July 2013 with the Inception Workshop organized in Dakar, Senegal, from 8 to 9 July 2013, i.e. a one-year delay. This delay has, to some extent, impacted on the project completion and outcomes.

177. Weaknesses in project design: As mentioned in section 3.2.2, the project design is moderately satisfactory (4/6), because the objectives, components and outcomes were not SMART, nor was the M&E framework (indicators and targets), therefore making it difficult to assess and monitoring progress and take appropriate measures to address constraints.

178. Financial resources: the budget (\$1,740,000) allocated to the project was not sufficient to meet the resources needed to successfully implement the ambitious work programme and achieve the expected outcomes, in such wide and instable institutions of the SSA countries. At the end of the project, the total expenditure was estimated at \$1,759,350.22. From the financial resource management and mobilization side, OSISA and implementing partners faced many inconsistencies in justifying their expenses and reporting, because OSISA financial system used was different from UNDP and created, particularly during the first year, some misunderstandings with the UNDP-Namibia finance Unit which delayed justification of the expenditures and disbursement of funds. The steady support provided by the Finance Unit of UNDP-Namibia helped OSISA and the partners to better understand the UNDP/GEF procedures and to improve the overall procurement and budget execution. A key lesson learned was that to achieve good financial resource planning and execution, it is imperative to conduct at the start of the project, training on GEF/UNDP procedures for the project management teams and finance and accounting staff. Close contacts are essential between the project’s Financial and Accounting Unit and UNDP’s Finance Unit; as well as regularly exchanging information and providing on-the-job training as the project continues to avoid unnecessary delays.

179. Lack of a Monitoring and Evaluation Specialist: One of the weaknesses that undermined the project implementation and result achievement, was lack of comprehensive monitoring and evaluation system and the limited capacities (1 full time staff) of the Project Coordination Unit. The PCU could not successfully perform timely his coordination and M&E activities, and streamline the execution of the work plans.

180. Lack of a Comprehensive Monitoring and Evaluation Specialist: One of the problems discussed with the partners during the in-country mission that caused serious delays and, in some cases, inconsistent deliveries of the project outputs, was receiving timely comprehensive reports. The project coordination staffs was limited to one person so that the coordinator had to fulfil M&E requirements, which affected several areas of project activity, including the regular review and streamlining of the execution of the work plan and identifying strengths, weaknesses, and progress made towards achieving the results and impacts. Moreover, the lack of a defined M&E system undermined the tracking of overall progress and impacts. The project teams seemed to have put appropriate corrective measures in place to handle these situations. The lesson learned is that for such complex and complex projects, involving many different stakeholders and diverse widespread activities, the recruitment of an M&E specialist is essential at the start of the project to ensure that activities are conducted according to the work plan and budget, and also in line with the targets of the components and expected results.

6.3. Recommendations

181. Recommendation 1: Indeed, since the early 1980s, following the Lagos Action Plan, the general consensus of the African Union Organization (AUO) member countries was that all the countries should integrate the combat against desertification and land degradation within their UNCCD initiatives and National Action Plans (NAPs). More recently, in early 2000, the AU launched an initiative to combat land degradation under the framework of Environmental initiative of the NEPAD. Furthermore, its Scientific Commission targeted land degradation issues among the biggest challenges of agricultural development deserving member countries’ attention. Despite all the initiatives and continuous efforts by the Sub-Saharan countries and their partners to integrate the UNCCD initiatives in their National Action Plans (NAPs) land degradation has remained a serious threat to sustainable development and community livelihoods. All recent initiatives acknowledged the capacities of CSOs to empower grassroots communities and the potential impacts of their involvement

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in sustainable land management. Therefore, it is imperative SLM issues be addressed with due commitment at both national and regional levels with participation of all stakeholders, involving CSOs and local communities.

Responsible: CSO Coalition, NEPAD/TerrAfrica, OSISA, UNDP/GEF, UNCCD

182. Recommendation 2: Considering that most of past initiatives, despite their important achievements, did not enable successful involvement of CSOs in SLM and effectively improve their advocacy capacities to empower grassroots communities and influence government land use policies there is a pressing need to make a paradigm shift towards inclusive approach and implementation of a long term strategic and result-based programme that considers the management of land resources as a whole and relying on implementation of consistent policies, law enforcement and involving all stakeholders.

Responsible: UNP/ GEF, UNCCD, NEPAD/OSISA

183. Recommendation 3: The success of implementation of the long-term strategic programme relies on strong political and financial commitment. Therefore, the government and partners, are called on to take a strong political and financial commitment to support the implementation of a long-term strategic programme promoting adoption of both proven technologies and traditional knowledge and adaptive policies and regulatory measures. This will enhance the management of natural resources based-production systems that integrates viable socio-economic dimension and environmental.

Responsible: UNDP/GEF, UNCCD, NEPAD/OSISA and Partners

184. Recommendation 4: Land degradation being usually a locally driven issue (with global consequences, particularly when it concerns deforestation and logging, or forest land conversion into agricultural lands and commercial farming), it is important, therefore, that all relevant actors (grassroots communities, civil society organizations, local leaders, policy and legislation makers, donors and governments) work together towards SLM. Civil society is particularly important in facilitating community participation, which is fundamental to the wide-scale adoption of SLM in SSA. Therefore, the CSO Coalition is called on to provide the drivers for linking communities and CSOs as part of UNCCD’s 10-year strategy, with a particular focus on operational objective and good natural resources conservation practices, including methodological tools for baseline information collection and monitoring, as well as data processing and dissemination..

Responsible: NEPAD/TerrAfrica, OSISA/CSO Coalition

185. Recommendation 5: Considering the CSO Coalition as the key interlocutor between CSOs and the governments and partners will help mainstreaming their involvement in SLM and facilitate communication and information sharing, and also improve the implementation of UNCCD 10 years’ strategy, as well as TerrAfrica Strategic environment initiative. A comprehensive work programme focused on building institutional, operational and communication capacities of CSOs are still paramount to help CSOs better advocating for their cause and make their voices heard. From the strategic point of view, conducting and publishing case studies to document successful stories is positive, but their relevance to the purpose of the project is dubious, considering that these documents are already available at the concerned national institutions. OSISA and CSO Coalition are recommended to review the 2016-2020 SUSLAND Strategic Framework with focus on strengthening CSO operational and communications capacities, documentation and sharing relevant documents and information non SLM and improvement of food security in the SSA region.

Responsible: OSISA/CSO-Coalition, UNPP/GEF, NEPAD/TerrAfrica

186. Recommendation 6: To keep the momentum created by the CSO project, and further empower the CSO Coalition to supports the implementation of UNCCD Strategy 10 years’ initiative and TerrAfrica strategic environment initiative, UNDP/ GEF and OSISA/NEPAD are called on to urgently support the formulation and implementation of the Follow-up in two phases: (i) a first interim phase, 2016-2017, \$1,200,000; financially supported by NEPAD/TerrAfrica and partners, and UNDP-Namibia, aiming to consolidate the CSO project outcomes and impacts, support capacity building and streamline the knowledge and experience sharing networks and thematic platforms, build strong partnership between

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government institutions and CSO coalition CSO Coalition, and finalise the design the SUSLAND business plan and implement pilot priority actions, as well as institutional and policy strategies developed; and (ii) a second Phase: 2018-2022, GEF-7 CSO project: \$3,000,000: financed under GEF-7 program framework, and aiming to: (i) implement the 2016-2020 SUSLAND business plan and (ii) enhance the sustainability of UNCCD 10 years’ initiatives TerrAfrica/NEPAD Strategic environment initiatives.(iii) strengthening the CSO partnership mechanisms, mainstream their advocacy activities.

Responsible: UNDP/GEF, UNCCD ,NEPAD/TerrAfrica, OSISA/CSO Coalition

Responsible: UNDP/GEF, UNCCD, NEPAD/TerrAfrica, and OSISA/CSO Coalition

187. Recommendation 7: Mobilizing substantial financial resources is critical to the consolidation and capitalization of the outcomes, and ensuring the sustainability of the outputs and benefits. Therefore, UNDP/GEF, UNCCD, UNCCD, UNEP, NEPAD/AU and bilateral cooperation partners and other donors are called on for further financial support. UNDP/GEF and OSISA/NEPAD are hereby called on to urgently undertake the formulation and implementation of the interim phase (2016-2017) and the Follow-up GEFT project (2018-2022), based on SUSLAND 2016-2020 Strategic Orientation and 2016-20120 Framework. The Follow-up GEF project budget (\$3,000,000 in cash), and cofinancing from UNDP/Namibia (\$500,000) , UNCCD/Equator Initiative, NEPAD/TerrAfrica and other partners (OSISA, ENDA, SPONG, IUCN, IPLAS, FAO, IFAD, World Agroforestry Centre, universities, etc.). This budget will support in particular:(i) consolidation of the outcomes and impacts of this first phase (policy and institutional levels); (ii) the operationalization of the CSO Coalition; (iii) the mainstreaming of the implementation of SUSLAND ; (iv) SLM policy and legislation-related guidelines and measures; and (v) training workshops to improve CSOs’ awareness and advocacy skills to strengthen grassroots communities’ capacities to better understand and master their respective country SLM institutional and policy guidelines, and to demonstrate pilot actions in improving local policy.

Responsible: UNDP/ GEF, UNCCD-, NEPAD/OSISA

188. Recommendation 8: The fact that OSISA was responsible for the overall implementation of the project, including financial resource management detracted time it needed for other functions, such as obtaining input from some implementing parties or sound justification of their expenditures. Because these difficulties, the implementing partners used their own respective resources as cash advances or to support some of their activities, and which were not taken into accounting in the project expenditures, because the lack of records. Therefore, it is advisable to set appropriate financial arrangements in such way each implementing partner is responsible for the execution of the budget of its outcome and the funds be transferred directly to their respective bank account, with the obligation to justify the expenditure and report directly to UNDP-Namibia Finance Unit.

Responsible: UNEP/GEF, , OSISA/NEPAD

189. Recommendation 9: In In most of the SSA countries, land use and management is governed at national level by the government-led legislation and regulations institutions. This system is often in conflict with customary land access system used at the community level. CSOs are invited to investigate appropriate measures to reconcile both systems in adopting local practical solutions. This approach has the benefit of linking users and governmental policy and decision makers, and also also to empower CSOs in a more effective and efficient way to play their respective roles in influence the government policies.

Responsible: OSISA/CSO Coalition-TerrAfrica/NEPAD

190. Recommendation 10: During the interim phases, UNDP-Namibia should organize training to strengthen the implementing partners capacities on administrative and financial procedures for GEF/UNDP project management to understand the accounting and procurement system and facilitate the financial reporting thus speeding fund disbursement. This would lighten the burden that OSISA faced in the implementation of CSO Project.

Responsible: UNDP-Namibia/GEF, OSISA

191. Recommendation 11: Through the relevant case studies conducted in selected countries in the East, Southern and West Africa sub-region, the project demonstrated that mining companies are among the major threats of environmental protection. Lobbying against their degrading extractive activities is worthwhile, but it should be recognized that they also contribute significantly to the country’s economic wealth, and and also they are not always responsible for the impacts. It is clearly documented that the underlying causes are poor governance at the local level and lack of enforcement of existing environmental law and regulations, as the companies have the obligation to conduct an environmental impact assessment supported by impact management plan and are given environmental a certificate declaring the activities not or less harmful for the environment. Therefore, the CSO should focus empowerment of grassroots communities to better understand SLM related environmental regulations and advocate law enforcement by government authorities in charge of environment protection.

Responsible: CSO-Coalition, OSISA/NEPAD, Government Authorities

192. Recommendation 12: Information sharing:

The workshops organized on communication and capacity building revealed that most of issues undermining SLM are driven by poor knowledge of stakeholders about government land use policies, environmental regulations (access to natural resources, arrangements with extractive mining industries,), as well as information sharing between CSOs and grassroots communities. Therefore, CSO Coalition and OSISAs should engage consultation to take appropriate measures for inclusive collaboration between all stakeholders, operationalize the web-based repository under development and hosted by OSISA, collect and post the relevant documents to be share on-line by all users.

Responsible: OSISA/CSO Coalition, NEPAD/TerrAfrica

193. Recommendation 13: In order to facilitate the implementation of SUSLAND business plan (2016-2020), it is recommended to strengthen CSO Coalition to capacities and to diversify institutional partnerships through formal agreements with selected institutions to provide sound policy and legal assets and streamline communication strategy in: (i) conducting an in-depth environmental audit of other SLM-related activities that are currently being implemented within the SSA region, by governmental institutions, NGOs, academic and research institutions; and (ii) building CSO profile database, based on the five thematic identified and community empowerment skills, and good SLM practices from the case studies of the Equator Initiative Prize winners.

Responsible: CSO-Coalition, OSISA-UNDP/GEF

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8. ANNEXES

- 8.1 Annex 1: Terms of Reference of the Terminal Evaluation
- 8.2-Annex 2: Detailed methodology and work plan
- 8.3-Annexe 3: Programme and schedule of the meetings with stakeholders and partners
- 8.4-Annex 4: List of persons and institutions met
- 8.5. Annexe 5: Project STRATEGIC RESULTS FRAMEWORK (SRF) AND GEF INCREMENT
- 8.6. Annexe 6: Project approved and executed budget
- 8.6.1: Annexe 6.a: Approved budget SECTION III: Total Budget and Work plan (ProDoc)
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8.1 Annex 1: Terms of Reference of the Terminal Evaluation**INTRODUCTION**

In accordance with UNDP and the GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of the **“Improving policy and practice interaction through civil society capacity building” implemented through the Open society Initiative for Southern Africa (OSISA) PIMS 3982.**

The essentials of the project to be evaluated are as follows:

Project Summary Table

Project Title:	Improving Policy and Practice Interaction Through Civil Society Capacity Building			
UNDP Project ID:	PIMS 3982	Project financing	<i>at endorsement (US million)</i>	<i>at MTE (US\$ million)</i>
ATLAS Project ID:	00062285	GEF financing:	1 740 000	1 287 000
Country:	Namibia	UNDP:	1 500 000	0
Region:	Sub-Saharan Africa	Others:	2 448 180	1 875 000
Focal Area:	Sustainable Land Management (SLM)	Total co-financing:	3 948 180	1 875 000
GEF Focal Area Strategic Program	EBD (Ecological Biodiversity)	Total Project Cost in cash:	5 688 180	3 162 000
Executing Agency	Open Society Initiative for Southern Africa (OSISA)			
Other partners involved:	Equator Initiative - Environment Development in Third World (ENDA)	ProDoc Signing (date project began):		27 July 2012
			Planned closing date: Jun. 2015	Revised closing date: Dec. 2015

Objective and Scope

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The SSA Regional Capacity Building for Civil Society project is a regional project funded by the Global Environment Facility (GEF), which is aimed at strengthening the capacity of CSOs working in the area of SLM. Through support to these CSOs, a stronger and more effective civil society will enhance the effectiveness of government efforts to implement the United Nations Convention to Combat Desertification’s (UNCCD) programme of work, facilitate the work of communities to prevent and/or control land degradation and promote the use of more effective and SLM practices. This will be achieved through stronger participation of civil society and grassroots communities in key SLM policy processes such as the *TerrAfrica* program, which also includes the Comprehensive African Agriculture Development Program (CAADP) and land management compacts championed by the New Partnership for Africa’s Development (NEPAD). By increasing the involvement of local stakeholders in the international debate on environment and human development, Africa-based CSOs will be well placed to harmonize regional views and help negotiate better deals for the region while ensuring that resources mobilized are utilized in a transparent and accountable manner.

This project will therefore remove the barriers to CSO effectiveness to facilitate community participation in SLM within the context of the UNCCD 10-year strategy, whose **goal** is to improve the socio-economic development and livelihoods of rural communities in SSA through SLM. Its **objective** is to empower local grassroots organizations in SSA to participate and influence the implementation of the UNCCD, *TerrAfrica* and other SLM processes, programmes and policies. This objective will be achieved through two related interventions with three outcomes:

1: Capacity building of CSO to facilitate community participation in national, regional and international SLM policy and programmes. Under this intervention, the project will strengthen the policy, practice and science/knowledge cycle to increase systemic and individual capacity of civil society to facilitate communities to tackle land degradation, adapt to climate change, and participate in land use and land investment decision-making processes. The intervention is expected to yield two key outcomes:

- ✓ Increasing technical capacity of CSO to support on-the-ground-SLM initiatives and knowledge-based advocacy; and,
- ✓ Establishment of partnerships for effective coordination and knowledge transfer.

2: Enhancement of *community voices and innovation in SLM*: This will be achieved through one key outcome (outcome c) - International SLM dialogue and policy processes effectively informed by community opinion and knowledge.

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects <http://web.undp.org/evaluation/documents/guidance/gef/undp-gef-te-guide.pdf>.

The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

Evaluation approach and method

An overall approach and method¹² for conducting project terminal evaluations of UNDP supported GEF financed projects have developed over time. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**, as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects. A set of questions covering each of these criteria have been drafted and are included with this TOR Annex C. The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP

¹² For additional information on methods, see the [Handbook on Planning, Monitoring and Evaluating for Development Results](#), Chapter 7, p. 163.

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GEF Technical Adviser based in the region and key stakeholders. The evaluator is expected to conduct a field mission to Windhoek- Namibia, including the following project sites: Johannesburg, Dakar and Ouagadougou. Interviews will be held with the following organizations and individuals at a minimum:

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Stakeholder	Role in the Project
Local communities of sub-Saharan Africa (SSA)	<p>The ultimate beneficiaries of the project are the local communities of SSA, whose health and livelihoods are directly or indirectly impacted by land degradation.</p> <p>Under -Equator Initiative SLM Prize winners: Zoramb Naagtaaba Association — Burkina Faso (the full list of the winners of the Equator Prize for selection will be provided to the consultant to choose from). Support will be given by Equator Initiative Staff whose names appear below:</p> <ol style="list-style-type: none"> 1. Eileen de Ravin Manager 2. Eva Gurria Programme Consultant
SLM based CSO’s	<p>CSOs are both beneficiaries as well as implementers of the project. They are the sources of information on knowledge gaps analyses, and applicants for the Equator Prize for innovative SLM interventions. More importantly, they will provide the vehicle for sustaining project initiatives once GEF funding ceases, through their activity in the planned CSO coordination mechanism.</p> <p>Coordination Mechanism Thematic Leaders:</p> <ol style="list-style-type: none"> 1. William Nkhunga -Kusamala Institute of Agriculture and Ecology- Lilongwe, Malawi 2. Moussa Halilou- JEDD-Niamey, Niger 3. Robert M. Isingoma-Conservation of Natural Resources (CECOD)- Kampala, Uganda 4. Ernest Maganda-RENADUC- FIEF-Kinshasa, RDC 5. Aissatou Billy Sow-AGUIPER-Conakry, Guinea
UNDP	<p>The UNDP Namibia country office is the implementing agency for the project.</p> <ol style="list-style-type: none"> 1. Neil Boyer Country Director 2. Nico Willemse Team Leader-Energy and Environment 3. Albertina Iiyambo Finance Associate 4. Eyram Atiase Project Assistant-UNV 5. Phemo K. Kgomotso Technical Specialist – Ecosystems and Biodiversity-UNDP GEF –BPPS, Regional Service Centre for Africa

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Stakeholder	Role in the Project
OSISA	<p>OSISA is the lead implementing partner, responsible for overall project coordination and also implementation of Outcome 1 through their Southern Africa Resource Watch (SARW) functional program.</p> <ol style="list-style-type: none"> 1. Siphosami Malunga Executive Director 2. Colin Warner Operations Director 3. Masego Madzwamuse Economic Justice Programme Manager 4. Claude Kabemba Director of the Southern Africa Resource Watch 5. Nume Mashinini Grants Manager 6. Willis Ombai Project Coordinator 7. Moratua Thoke Project Assistant 8. Mimi Kankolongo Project Assistant
ENDA	<p>ENDA is one of the implementing partners, and is responsible for implementation of Outcome 2, which focuses on establishing a functional CSO coordination mechanism.</p> <ol style="list-style-type: none"> 1. Secou Sarr Director, ENDA Energy, Dakar 2. Emmanuel Seck Project Manager ENDA Energy, Dakar 3. Fatimata Kaba Project Specialist ENDA Energy, Dakar
Equator Initiative	<p>Equator Initiative is one of the implementing partners, and is responsible for implementation of Outcome 3, which includes recognizing communities for innovative SLM interventions.</p> <ol style="list-style-type: none"> 1. Eileen de Ravin Manager 2. Eva Gurria Programme Consultant
NEPAD	<p>NEPAD endorsed the project document and is represented in the project steering committee (both as the secretariat for TerrAfrica and as a member of the SAG-</p> <ol style="list-style-type: none"> 1. Rudo Makunike Coordinator, <i>TerrAfrica</i> Partnership – NEPAD – Johannesburg, South Africa
TerrAfrica Partnership	<p>TerrAfrica was envisioned to provide guidance to the project, and also participate as a member of the project steering committee.</p> <ol style="list-style-type: none"> 1. Frank Msafiri SUSWATCH - Nairobi, Kenya 2. Ernest Compaore SPONG – Ouagadougou, Burkina Faso

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Stakeholder	Role in the Project
SSA Governments	Under UNCCD commitments, governments are obliged to include a wide spectrum of stakeholders, including local communities, in process of establishing and implementing their national action plans (NAP's) and complementary country strategic investment frameworks (CSIF's). We need to cite some governments in the region that the project has been working with like Senegalese, Ghanaian, Kenyan etc.
UNCCD	UNCCD Secretariat are members of the steering committee 1. Marcos Montoiro NGO and Civil Society Liaison Officer 2. Boubacar Cisse/Susan Lakop African Regional Representative for the UNCCD Secretariat
Global Mechanism	The GM is a member of the Special Advisory Group (SAG) of TerrAfrica and was slated to be part of the Steering Committee for the project
Drynet	Drynet was envisioned to continue providing collaboration and guidance to its members as they participate in this project. ENDA is a member of Drynet. Publication of Drynet Newsletter has been continued by the project under ENDA
IUCN ESARO & WARO	IUCN facilitated project preparation and committed \$900,000 in parallel co-financing. Their contribution included support with knowledge products on specific topics, as a support to Outcome 1.

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual Project Reports /PIR, project budget revisions, midterm review, progress reports, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in [Annex B](#) of this Terms of Reference.

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Evaluation Criteria and Ratings

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (Annex A), which provides performance and impact indicators for project implementation together with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: **relevance, effectiveness, efficiency, sustainability and impact**. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in Annex D.

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Evaluation Ratings:				
1. Monitoring and Evaluation		<i>rating</i>	2. IA& EA Execution	<i>rating</i>
M&E design at entry			Quality of UNDP Implementation	
M&E Plan Implementation			Quality of Execution - Executing Agency	
Overall quality of M&E			Overall quality of Implementation / Execution	
3. Assessment of Outcomes		<i>rating</i>	4. Sustainability	<i>rating</i>
Relevance			Financial resources:	
Effectiveness			Socio-political:	
Efficiency			Institutional framework and governance:	
Overall Project Outcome Rating			Environmental :	
			Overall likelihood of sustainability:	

Project finance / co-finance

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Differences between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table below, which will be included in the terminal evaluation report.

Co-financing (type/source)	UNDP own financing (US\$ million)		Government (US\$ million)		Partner Agency (US\$ million)		Total (US\$ million)	
	Planned	Actual	Planned	Actual	Planned	Actual	Actual	Actual
Grants								
Loans/Concessions								
• In-kind support								
• Other								
Totals								

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Mainstreaming

UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender.

Impact

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: (i) verifiable improvements in ecological status; (ii) verifiable reductions in stress on ecological systems; and/or (iii) demonstrated progress towards these impact achievements.¹³

Conclusions, recommendations and lessons learned

The evaluation report must include a chapter providing a set of **conclusions, recommendations and lessons learned**.

¹³ A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office: [ROtI Handbook 2009](#)

8.2-Annex 2: Detailed methodology and work plan

(Dr Syaka Sadio, Email: ssadio@afenconsult.com)

Project Background

We understand that this Terminal Evaluation of the “Improving policy and practice interaction through civil society capacity building” complies with UNDP and GEF M&E policies and procedures of GEF-financed project implementation. The project is implemented through the Open Society Initiative for Southern Africa (OSISA) PIMS 3982.

The Sub-Saharan Africa Regional Capacity Building for Civil Society project is a regional project funded by the Global Environment Facility (GEF), which is aimed at strengthening the capacity of civil society organizations (CSOs) working in the area of sustainable land management (SLM).

This project targeted to remove the barriers to CSO effectiveness to facilitate community participation in SLM within the context of the UNCCD 10-year strategy, whose goal is to improve the socio-economic development and livelihoods of rural communities in SSA through SLM. Its objective is to empower local grassroots organizations in SSA to participate and influence the implementation of the UNCCD, TerrAfrica and other SLM processes, programmes and policies.

Context of the consultancy

Based on our experience and good knowledge of Namibia development issues and the government environmental and natural resource management policies, we will provide sound and strategic inputs to evaluate the activities of the project within the Environment and Energy Unit (EEU), and work closing with other colleagues in the EEU, with the operations team, program staff, the Regional Technical Advisors, other UN Agencies, UNDP headquarter staff, Government officials, experts, multilateral and bilateral donors and civil society ensuring successful program implementation.

Approach

- **Collection and review of relevant project documents**
- **Conducting adequate consultations with the key stakeholders, including OSISA, UNDP/GEF, ENDA, UNOPS, etc.**
- **Holding Focus Group Discussions and Key Informant Interviews with selected NGOs and Local beneficiary communities**
- **Analysis of the raw data gathered**
- **Holding a small validation meeting before the presentation of the final report**
- **Online discussions and interviews on other relevant issues**
- **Assessment of the outputs using the SMART system**

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- **Phase 1 (100):** Inception, Document review and detailed methodology

- **Inception Briefing (Phone or Skype)**
- **Document review:**
 - ✓ **Review of the Project document conception (objectives, results, activities, components, financing arrangements, etc.)**
 - ✓ **National related policy and legal frameworks**
 - ✓ **UNDP Country Programme**
 - ✓ **Project implementation framework**
 - ✓ **Monitoring & Evaluation framework;**
 - ✓ **AWPB;**
 - ✓ **Annual reports**
 - ✓ **Mid-term evaluation report;**
 - ✓ **Workshop and field mission reports;**
 - ✓ **Minutes of meetings, etc.**
- **detailed methodology and interview and data collection tools;**
- **detailed work plan and schedule,**
- **preliminary compilation of the project achievements (approach, involvement of and key roles played by major stakeholders, major activities, management, coordination, monitoring/evaluation, budget execution, etc.);**
- **preliminary assessment of current project performances, outputs, outcomes, impacts, weaknesses and strength;**
- **drafting of the Inception and Methodology Report;**
- **comments by UNDP CO & and partners;**
- **review of the Draft report and submission of Final Inception Report to UNDP CO.**

- **Phase 2 (200):** Evaluation of the project implementation performance:
 - ✓ **Field mission and stakeholders interview, meetings and data collection**
 - ✓ **Analysis of the project performance**
 - ✓ **Assessment of the efficiency of the role played by the Project Management team;**
 - ✓ **Effectiveness of the monitor & evaluation of the project implementation**
 - ✓ **Assessment of the implementation of the recommendations made from the Inception Workshop, the MTE and the thematic workshops;**
 - ✓ **Assessment of the effectiveness of the Role of the stakeholders and the key partners**
 - ✓ **Assessment of facilitation means and roles provided by stakeholders and Project Steering meetings**
 - ✓ **Consideration of the Mid-term evaluation conclusions and recommendations**
 - ✓ **Participation in meetings, training, and mission travels**
 - ✓ **Planning and reporting process**
 - ✓ **Evaluation and tracking criteria used for impact of the project in the environment and the socioeconomic issues**
 - ✓ **Readiness of responses to question encountered by the project implementation teams**
 - ✓ **Execution of annual and total budgets.**

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- Knowledge building and management
- Mobilization of human and financial resources
- Lessons learned
- Conclusion, lessons learned and recommendations for way forward.

- **Phase 3 (300):** Reporting and sharing the findings
 - ✓ Compilation of data and information collected
 - ✓ Report 1 – Inception and methodology (after 3 days)
 - ✓ Report 2 – Filed visits and Diagnostic-Analysis (after 10 days)
 - ✓ Report 3 – Evaluation of the project implementation performance (after 20 days)
 - ✓ Report 3 – reporting and sharing the findings: Draft Evaluation report, Final Evaluation report (after 30 days)

Work plan schedule

The total duration of the evaluation will be 30 days according to the following plan.

Phases	Activity	Timing	Completion Date
PHASE I: Preparation and Inception & Methodology Report	<ul style="list-style-type: none"> • Inception Briefing (Phone or Skype) • Document review: <ul style="list-style-type: none"> ✓ Review of the Project document conception (objectives, results, activities, components, financing arrangements, etc.) ✓ National related policy and legal frameworks ✓ UNDP Country Programme, ✓ Project implementation framework ✓ M&E framework ✓ AWPB ✓ Annual reports ✓ Mid-term evaluation report 	7 days	15-30 November 2015

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	<ul style="list-style-type: none"> ✓ Workshop and field mission reports ✓ Minutes of meetings, etc. • detailed methodology and interview and data collection tools; • detailed work plan and schedule; • preliminary compilation of the project achievements (approach, involvement of and key roles played by major stakeholders, major activities, management, coordination; • monitoring/evaluation, budget execution, etc.); • preliminary assessment of current project performances, outputs, outcomes, impacts, weaknesses and strengths ; • drafting of inception and Methodology report; • comments by UNDP CO and partners; • review of the draft report and submission of Final Inception Report to UNDP CO. 		
PHASE 2: Evaluation Mission and debriefing report	<ul style="list-style-type: none"> • Travels : Namibia, Johannesburg, Dakar, Ouagadougou, etc.) • Field visits and Data and information collection and analysis • Diagnostic-Analysis of the overall project implementation status • Consultation with stakeholders 	16 days	March-2016 01-17/03/16

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	<p>at national and regional levels (Namibia, South Africa,</p> <ul style="list-style-type: none"> • Assessment of progress made from November 2015 to February 2016 • Assessment of the project financing rationale and alignment of the project objectives and expected results with the country and regional priorities; • Efficiency of the Project institutional arrangement and financing mechanisms • Assessment of Management and coordination approach and key staff inputs • In-depth assessment of inputs and facilitation means provided (time, quantity and quality, etc.); • Assessment of monitoring and evaluation criteria/indicators, approach effectiveness, activities achieved and impacts on framework and system; • Evaluation of roles played by key stakeholders, partners, project beneficiaries (Communities, Civil Society, Government, etc.) and Project Supervision bodies, etc. • Effectiveness, efficiency and impact of the support from regional stakeholders (South-Africa, Senegal and Ouagadougou) as well as 		
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	<p>UNDP-Namibia on the project implementation and outcomes</p> <ul style="list-style-type: none"> • Consideration by the project team and other stakeholder of the Mid-term evaluation conclusions and recommendations • Participation in meetings, training, and mission travels • Planning and reporting process • Evaluation and tracking criteria used for impact of the project in the environment and the socioeconomic issues • Readiness of responses to question encountered by the project implementation teams • Execution of budgets • Outcomes and Impacts of the project • Assessment of sustainability of the project outcome • Constraints and strengths; • Lessons learned 		
PHASE 3: Draft Evaluation Report	<ul style="list-style-type: none"> • Conclusion and recommendations • Drafting of the Draft report • Comments and Validation of the draft report 	5 days	March-2016 17-22/03/16
Final Report	<ul style="list-style-type: none"> • Addressing comments and suggestions • Review of the Draft Report • Finalization and submission of the Final Evaluation report 	2 days	March-2016 23-31/03/16

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**8.3-Annexe 3: Programme and schedule of the meetings with stakeholders and partners
(Dr. syaka sadio, 08-17-04-2016)**

DATE	TIME	LOCATION	PARTNERS/ISSUES
08-09/05/2016	TRVAVEL	Windhoek	UNDP-NAMIBIA
09-10/05/2016	3:30 (09/05) & 7:30-13 (10/05)	Windhoek	UNDP-NAMIBIA (Overall project design and coordination, etc.)
11/05/2016	7:30-17:00	Johannesburg	OSISA (Coordination, implementation, M&E, etc.)
12/05/2016	16:00 – 17:30 (First segment)	Dakar	ENDA (Work plan, achievements, outcomes, lessons learned & recommendations)
13/05/2016	14:00 – 17:00	Ouagadougou	Permanent Secretariat of NGOs (SPONG) (Work plan, achievements, outcomes, lessons learned & recommendations)
14/05/2016	7:30 – 12:00	Ouagadougou	SPONG (Work plan, achievements, outcomes, lessons learned & recommendations)
15/05/2016	08:00 – 10:00 (Second segment)	Dakar	ENDA (Work plan, achievements, outcomes, lessons learned & recommendations)
16/05/2016	WHOLE DAY	New York	-
17/05/2016	9:00 - 12:30	New York, 304 East 45 th Street	i)-EQUATOR INITIATIVE (Work plan & Budget, achievements, outcomes, lessons learned &

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			recommendations); ii)-DEBRIEFING- SKYPE CALLS (EQUATOR INITIATIVE, UNDP- Namibia, OSISA, ENDA & SPONG, etc.)
18-25/05/2016	WHOLE WEEK	Montreal	CONSULTANT (CONCLUSION & RECOMMENDATIONS; SUBMISSION OF PROVISIONAL REPORT FOR COMMENTS)
26-28/05/2016	3 DAYS	ON SITE	ALL PARTNERS (COMMENTS TO BE FORWARDED TO CONSULTANT)
29-31/05/2016	3 DAYS	MONTREAL	CONSULTANT (REVIEW AND SUBMISSION OF THE FINAL EVALUATION REPORT)

8.4-Annex 4: List of persons and institutions met

NAME	INSTITUTION & POSITION	CONTACT
Nico Wellimse	UNDP, Team Leader: Energy & Environment	United Nations Development Programme Namibia Country Office UN House, 38-44 Stein Street Klein Windhoek Cell: +264 (0)81 469 3631 Office: +264 61 204 6231 Skype: nicowillemse
Albertina liyambo	UNDP, Accounting & Finance	albertina.iyambo@undp.org United Nations Development Programme Namibia Country Office UN House, 38-44 Stein Street Klein Windhoek
Fredrika Imbili	UNDP, Volunteer	United Nations Development Programme Namibia Country Office UN House, 38-44 Stein Street Klein Windhoe fredrika.imbili@undp.org
Masego Madzwamuse	OSISA, Team Leader: Social economic- Justice Cluster	OSISA, Building Vibrant and Tolerant Democracies MasegoM@osisa.org Tel: +27(0)115875041 Cell: +27 (0)832300946
Dorothy Brislin	Communications Manager	OSISA 1 st Floor, President Place 1 hood Avebue/148 jan Smuts Avenue Rosebank, Johannesburg, South Africa P.O.Box.678, Wits, 2050 Tel: +27 (0) 11 587 5047; +27 (0) 63 296 4721 DorothyB@osisa.org
Tiseke Kasambala	OSISA, Deputy Director	OSISA, Building Vibrant and Tolerant Democracies
Fatima Kaba	ENDA, Geographer environmentalist	Fatima Kaba Geographer environmentalist

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		Enda Energy Environment Development 54, rue Carnot, Dakar Tel: +221 338 225 983/+221 776 451 421 Fax: +221 338 217 595 Email: tatima_ta@yahoo.fr/enda.energy@orange.sn
Secou SARR	ENDA, Director, ENDA Energy & Environment	Enda Energy Environment Development 54, rue Carnot, Dakar Tel: +221 338 225 983/+221 770990601 Fax: +221 338 217 595 Enda.enegy@endaenergy.org ; secousarr@endatiersmonde.org
Ernest Compaore		SPONG ONG Phytosalus Burkina Faso Ouagadougou nestocom2000@yahoo.fr Tel; +226-25315397
Sylvestre N. Tientore	SPONG, Coordinator	SPONG Burkina Faso Ouagadougou
Eva Gurria	UNDP, Equator Initiative	UNDP, Eva.gurria@undp.org Bureau for Policy and programme Support UNDP, 304 East 45 th , St, NY 10017 Tel; +1-646 781 4052
Eileen de Ravin	UNDP, Equator Initiative	Eileen.de.ravin@undp.org Bureau for Policy and Programme Support UNDP, 304 East 45 th , St, NY 10017 Tel; +1-646 781 4052

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8.5. Annexe 5: Project STRATEGIC RESULTS FRAMEWORK (SRF) AND GEF INCREMENT**SECTION II: STRATEGIC RESULTS FRAMEWORK (SRF) AND GEF INCREMENT****Annex A: Project Results Framework**

PIMS 3982

Award No: **00062285**Project: **00079710**

Project strategy	Objectively Verifiable Indicators				
	Indicator	Baseline	Target	Source verification	Risks/assumptions
Goal	Sustainable land management Policies at international, regional and local levels informed by grassroots organizations				
Objective: To empower local grassroots organizations in SSA to participate in and influence the implementation of UNCCD, TerrAfrica and other SLM processes, programs and policies	Number of SLM friendly policies influenced at local, national or regional levels as a result of CSO and community advocacy	Civil society in some countries are engaged in advocacy but there is no baseline of policy change due to this advocacy due to lack of monitoring processes	At least 4 countries modifying policies on land as it relates to biofuels and long-term leasing as a result of CSO contribution through advocacy ¹⁴ ; At least 4 countries engage in open, widely consultative national debate on impacts of land grabs and biofuels on national heritage and food security as a result of CSO contribution in advocacy.	Monitoring systems of CSO members of the project; press and government documents	Policy change is a slow process even where there is political willingness. The actual policy change might happen during the lifetime of the project but is should be monitored as it is a critical impact. A second risk is that government's short term consideration for quick economic development outweighs considerations for long-term sustainability, even in the presence of knowledge of the detrimental effects of such decisions.
	Number of communities (or members) adopting best practices learnt from the SLM innovation competitions and documentation	The Equator initiative is facilitating competitions for innovative initiatives and disseminating lessons learnt, but these do not focus on SLM/LD specifically. There is therefore limited information on a baseline of adoption influenced by the	This indicator is shared between the CSO and other SIP host projects. At least 10 land managers and/or farmers from the winning initiatives replicate it following publication of the prizes and lessons	Project implementation/ monitoring reports	Replication will depend on how well the winning communities present the case to their fellow community members as well as other local dynamics such as position of the winning members on the community, level of

¹⁴ Noting that CSO can only contribute; the responsibility for achieving this indicator lie outside the direct mandate of the CSO

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		outcomes of such competitions.			influence and support from the local leaders
Outcome 1: CSO Technical Capacity in SLM and knowledge based advocacy increased	Number of current and emerging areas in which CSO produce knowledge based recommendations and advocacy material	Drynet hosts regular side events with at least one policy paper at each UNCCD event. However, drynet membership is limited, does not comprehensively cover SSA	At least 8 position papers on topical issues published by CBOs/CSOs/NGOs/ community groups and presented in at least 5 side events (in conjunction with outcome 1). Topics will link effects of policies on SLM practice and poverty reduction e.g. trade, land tenure, governance, carbon finance, etc.;	Project monitoring reports, company brochures and progress reports	This outcome is supported through co-finance. Achievement is therefore dependent on the co-finance being made available. CSO politics does not yield greater influence than the benefits of collaboration and coordination
	Number of CSO receiving trained in relevant SLM, CC and NRM subjects	Currently there are many organizations offering training on topical SLM/LD, CC and NRM subjects, but the training is often expensive and not specifically focused on SSA level issues. Many CSO groups are resource poor and cannot afford to self-sponsor for training	At least 4 training courses developed on topical subjects and at least 4 training workshops organized that reach at least 100 CSO groups (with interest). The training made available on line and in hard copies; partnership with an LD/SLM institution facilitated to sustain training	Project monitoring reports, company brochures and progress reports	This outcome is supported through co-finance. Achievement is therefore dependent on the co-finance being made available. CSO politics does not yield greater influence than the benefits of collaboration and coordination
Outcome 2: Coordination of African CSOs improved to enhance partnerships for effective coordination and knowledge transfer:	Change in the number of SSA CSO attending UNCCD COPs and CRICs	Very few SSA members of the CSO attend the UNCCD events and pre-event preparation is haphazard and non-effective	At least 35% increase in numbers attending and improvement in pre-event preparations	Project monitoring reports and UNCCD publications/ reports of the CRICs and COPs	Dependent on co-finance; CSO politics do not overshadow benefits of collaboration
	Effectiveness of CSO preparation for and participation in UNCCD COPs and CRICs and other international fora	With the exception of the Drynet members, SSA CSO body pre-event preparation is chaotic, there is minimal collaboration between CSO groups outside the UNCCD events	At least 50% increase in pre-event preparedness and quality of participation, indicated by number of discussions held on important topical subjects and positions reached and delivered at the UNCCD events	Project monitoring reports; CSO participants reports	Dependent on co-finance; CSO politics do not overshadow benefits of collaboration

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	Extent to which the CSO coordination mechanism is functional, has a program of work and resources	Currently RIOD is not functional; it has no office, no program of work and no funds. Regional network of representatives have no incentives to implement a RIOD program of work and the network exists only in name	A vision for SLM amongst CSO developed; coordination mechanism registered (is a legal entity in a selected country), program of work and funds raised, a constitution agreed and other modes of operations understood, shared and agreed	Project monitoring reports Coordination mechanism program of work and monitoring reports	Dependent on co-finance; CSO politics do not overshadow benefits of collaboration
Outcome 3: Community innovation in SLM recognized, rewarded and upscaled	Number of SLM innovation competitions organized and awards issued	The equator initiative currently organizes competitions and gives prizes for communities along the equator, based on innovative biodiversity conservation initiatives that contribute to livelihoods and reduce poverty. Although these have often included initiatives that support SLM, they have not been targeted at the implementation of the UNCCD specifically.	At least 30 Community groups (CBO/CSOs/ NGOs, farmers/herders associations etc.) participate in at least 5 international and regional UNCCD, TerrAfrica, CAADP and other conferences and contribute to debate on policy issues (community dialogue spaces); Local leaders from at least 30 CBOs/CSOs/NGOs and other community groups trained to promote advocacy initiatives	Project monitoring reports; Community groups reports	Assumes that there are LD/SLM innovative best practices happening in SSA
	Number and quality of award winning case studies published and disseminated	Several award winning cases published from the Equator initiative and the UNDP organized Farmer Innovation, but none of them have been specifically targeted on LD/SLM issues	At least 5 publications released and disseminated documenting best practices	Project monitoring reports; Community groups reports	Quality of case studies will depend on the level of innovation and quality of the winning cases.
	Number and quality of community dialogues held at national level following CSO/community dialogues at the international fora	Currently local dialogue being organized for the Equator Initiative price winners but this is not targeted at LD/SLM constituencies	At least 15 local level dialogue facilitated by “returning” communities/ CBOs who attend the international dialogue as potential price winners	Project monitoring reports; Community groups reports	Achievement of the indicator is dependent on the local dynamics in the winning community’s area.
	Number and quality of award winning				

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	case studies published and disseminated				
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8.6. Annexe 6: Project approved and executed budget**8.6.1: Annexe 6.a: Approved budget SECTION III: Total Budget and Work plan (ProDoc)**

Award ID:	00062285	Project ID(s):	00079710
Award Title:	Improving SLM and UNCCD policy and practice interaction in Sub-Sahara Africa through civil society capacity building		
Business Unit:	NAM10		
Project Title:	Improving SLM and UNCCD policy and practice interaction in Sub-Sahara Africa through civil society capacity building		
PIMS no.	3982		
Implementing Partner (Executing Agency)	NGO		

GEF Component/Atlas Activity	Res	SoF	Atlas budget acc code	Input/ Descriptions	USD Year 1 (2012)	USD Year 2 (2013)	USD Year 3 (2014)	Total (USD)	Budget Notes
	Party (IA)								
Outcome 1: Technical capacity	OSISA	GEF	72100	Contractual Services - Companies	100 000	60 000	60 000	220 000	1
	UNDP NAM	GEF	71500	UN Volunteers	60 000	60 000	0	120 000	1
	OSISA	GEF	75700	Training, and conferences	50 000	40 000	30 000	120 000	2
	OSISA	GEF	71600	Travel	36 000	18 000	15 000	69 000	4
	OSISA	GEF	74200	Audiovisual and printing production	20 000	6 000	5 000	31 000	5

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Component subtotal					266000	184,000	110,000	560,000	
2: CSO Coordination and replication	ENDA/OSISA	GEF	72100	Contractual Services - Companies	60 000	30 000	22 000	112 000	6
	ENDA/OSISA	GEF	71600	Travel	80 000	40 000	40 000	160 000	7
	ENDA/ OSISA	GEF	74200	Audiovisual and printing production	12 000	4 000	2 000	18 000	8
	ENDA/ OSISA	GEF	75700	Training and conferences	40 000	40 000	30 000	110 000	9
Total Component 2					192 000	114 000	94 000	400 000	
3: Communities and UNCCD	OSISA/UNOPS	GEF	72100	Contractual Services - Companies	140 000	100 000	100 000	340 000	10
	OSISA/UNOPS	GEF	71600	Travel	70 000	35 000	35 000	140 000	11
	OSISA/UNOPS	GEF	75700	Training and conferences	50 000	25 000	25 000	100 000	12
	OSISA/UNOPS	GEF	74200	Audiovisual and printing production	18 000	7 000	1 000	26 000	13
Component 3 Subtotal					278 000	167000	161000	606000	
PM	OSISA	GEF	71400	Contractual Services - Individuals	40 000	20 000	20 000	80 000	14
	OSISA	GEF	71600	Travel	20 000	10 000	10 000	40 000	15
	OSISA	GEF	72800	Information Technology - Equipment	10 500	5 000	3 000	18 500	16
	OSISA	GEF	74100	Professional services	6 000	25 000	4 500	35 500	17

July 23, 2016

Outcome 4 Subtotal		76 500	60 000	37 500	174 000	
Project Total		812 500	525 000	402 500	1 740 000	

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8.6.2: Annexe 6.b: Consolidated budget execution (2011-2015)



UN Development Programme
Report ID: UNPMPBB

Project Budget Balance (Detail Level)

Page 1 of 2
Run Time: 14-06-2016 10:06:18

Business Unit:	NAM10	Project:	00068204
Budget Period:	2016	Budget Department:	

Project Summary :

Project Number:	00068204
Project Title:	Improving Policy&Practice Civil Society Capacity Build
Start Date:	01-JAN-2011
End Date:	31-DEC-2015
Total Project Budget:	
Total Project Prior Years Expenditures:	1,700,696
Full Asset Cost:	0
Project Manager:	MWANDINGI,Martha T

Output Summary 1:

Output:	00063537
Output Description:	Improving Policy and practice interaction through civil society capacity building (IPP CSC)
Status:	On Going
Implementing Partner:	UNDP

Activity	Responsible Party	Budget Dept	Fund	Donor	Account	Approved Budget	Commitments	Expenses+Full Asset Cost	Outstanding NEX Advances	Budget Balance	Budget URP%	
ACTIVITY 1:Technical Knowledge	Open Society Initiative of Sou	80360	62000	10003-Glob	71200-Inte	5,125	0	3,300	0	1,825	84	
	Open Society Initiative of Sou	80360	62000	10003-Glob	71300-Loce	2,530	0	0	0	2,530	0	
	Open Society Initiative of Sou	80360	62000	10003-Glob	71600-Trav	5,321	0	0	0	5,321	0	
TOTAL ACTIVITY 1:Technical Knowledge						12,976	0	3,300	0	9,676	28	
ACTIVITY 2:CSC Coordination	Open Society Initiative of Sou	80360	62000	10003-Glob	71200-Inte	5,125	0	4,950	0	175	97	
	Open Society Initiative of Sou	80360	62000	10003-Glob	71300-Loce	2,530	0	0	0	2,530	0	
	Open Society Initiative of Sou	80360	62000	10003-Glob	71600-Trav	5,321	0	6,260	0	-2,938	155	
TOTAL ACTIVITY 2:CSC Coordination						12,976	0	13,210	0	-233	102	
ACTIVITY 3:Communitie and UNCCO	Open Society Initiative of Sou	80360	62000	10003-Glob	71200-Inte	5,125	0	0	0	5,125	0	
	Open Society Initiative of Sou	80360	62000	10003-Glob	71300-Loce	2,530	0	0	0	2,530	0	
	Open Society Initiative of Sou	80360	62000	10003-Glob	71600-Trav	4,321	0	0	0	4,321	0	
TOTAL ACTIVITY 3:Communitie and UNC						11,976	0	0	0	11,976	0	
ACTIVITY 4:Project Management	Open Society Initiative of Sou	80360	62000	10003-Glob	71200-Inte	1,125	0	0	0	1,125	0	
TOTAL ACTIVITY 4:Project Management						1,125	0	0	0	1,125	0	
TOTAL FOR OUTPUT 00063537						39,054	0	16,510	0	22,544	42	
FUND TOTAL FOR OUTPUT 00063537												
						62000	39,054	0	16,510	0	22,544	42
TOTAL FOR PROJECT 00068204						39,054	0	16,510	0	22,544	42	
FUND TOTAL FOR PROJECT 00068204												
						62000	39,054	0	16,510	0	22,544	42

Terminal Evaluation "Improving Policy and Practice Interaction through Civil Society Organizations Capacity Building"-Final Report

July 23, 2016



Combined Delivery Report By Project

UN Development Programme
Report ID: unglodrp

Page 1 of 3
Run Time: 23-02-2016 09:02:10

Selection Criteria :

Business Unit : NAM10
Period : Jan-Dec (2013)
Selected Project Id : 00068204
Selected Fund Code : ALL
Selected Dept. IDs : ALL
Selected Outputs : ALL

Project Id : 00068204 Improving Policy&Practice Civil	Period : Jan-Dec (2013)
Output # : 00083537 Improving Policy&Practice thru	Impl. Partner : 99999 UNDP
	Location : Namibia

	Govt Exp	UNDP Exp	UN Agencies Exp	Total Exp
Dept: 36005 (Namibia - Energy & Environment)				
Fund : 62000 (GEF Voluntary Contribution)				
71405 - Service Contracts-Individuals	0.00	61,968.00	0.00	61,968.00
71505 - UN Volunteers-Stipend & Allow	0.00	33,005.20	0.00	33,005.20
71520 - UNV-Language Allowance	0.00	200.00	0.00	200.00
71535 - UNV-Medical Insurance	0.00	1,317.20	0.00	1,317.20
71540 - UNV-Global Charges	0.00	1,558.90	0.00	1,558.90
71545 - UNV-Home Leave Travel & Allowa	0.00	80.00	0.00	80.00
71550 - UNV-Resettlement Allowance	0.00	1,500.00	0.00	1,500.00
71590 - UNV Development Effectiveness	0.00	3,766.16	0.00	3,766.16
71635 - Travel - Other	0.00	98,279.03	0.00	98,279.03
72120 - Svc Co-Trade and Business Serv	0.00	256,070.29	0.00	256,070.29
72815 - Inform Technology Supplies	0.00	2,387.61	0.00	2,387.61
74105 - Management and Reporting Svcs	0.00	2,000.00	0.00	2,000.00
74210 - Printing and Publications	0.00	11,000.00	0.00	11,000.00
75708 - Learning - subcontracts	0.00	156,300.00	0.00	156,300.00
Total for Fund 62000	0.00	629,432.39	0.00	629,432.39
Total for Dept : 36005	0.00	629,432.39	0.00	629,432.39
Total for Output : 00083537	0.00	629,432.39	0.00	629,432.39
Project Total :	0.00	629,432.39	0.00	629,432.39

Signed By : _____ Date : _____

Signed By : _____ Date : _____

Terminal Evaluation "Improving Policy and Practice Interaction through Civil Society Organizations Capacity Building"-Final Report

July 23, 2016



UN Development Programme
Report ID: unglodrp

Combined Delivery Report By Project

Page 1 of 3
Run Time: 23-02-2016 09:02:35

Selection Criteria :

Business Unit : NAM10
Period : Jan-Dec (2014)
Selected Project Id : 00068204
Selected Fund Code : ALL
Selected Dept. IDs : ALL
Selected Outputs : ALL

Project Id : 00068204 Improving Policy&Practice Civil	Period : Jan-Dec (2014)
Output # : 00083537 Improving Policy&Practice thru	Impl. Partner : 99999 UNDP
	Location : Namibia

	Govt Exp	UNDP Exp	UN Agencies Exp	Total Exp
Dept: 36001 (Namibia - Central)				
Fund : 62000 (GEF Voluntary Contribution)				
71510 - UNV Settling-In-Grant	0.00	4,160.83	0.00	4,160.83
71590 - UNV Development Effectiveness	0.00	416.08	0.00	416.08
Total for Fund 62000	0.00	4,576.91	0.00	4,576.91
Total for Dept : 36001	0.00	4,576.91	0.00	4,576.91
Dept: 36005 (Namibia - Energy & Envirnmnt)				
Fund : 62000 (GEF Voluntary Contribution)				
71405 - Service Contracts-Individuals	2,711.45	0.00	0.00	2,711.45
71505 - UN Volunteers-Stipend & Allow	0.00	11,469.60	0.00	11,469.60
71520 - UNV-Language Allowance	0.00	295.00	0.00	295.00
71535 - UNV-Medical Insurance	0.00	795.96	0.00	795.96
71540 - UNV-Global Charges	0.00	957.28	0.00	957.28
71541 - UNVs-Contribution to security	0.00	316.20	0.00	316.20
71545 - UNV-Home Leave Travel & Allowa	0.00	94.40	0.00	94.40
71550 - UNV-Resettlement Allowance	0.00	885.00	0.00	885.00
71560 - UNV-Intl Appoint/Sep Incl Trvl	0.00	2,181.21	0.00	2,181.21
71590 - UNV Development Effectiveness	0.00	1,699.47	0.00	1,699.47
71605 - Travel Tickets-International	0.00	842.94	0.00	842.94
71620 - Daily Subsistence Allow-Local	0.00	2,525.28	0.00	2,525.28
71635 - Travel - Other	163,979.33	0.00	0.00	163,979.33
72120 - Svc Co-Trade and Business Serv	241,936.76	3,688.07	0.00	245,624.83
74105 - Management and Reporting Svcs	4,893.13	0.00	0.00	4,893.13
74210 - Printing and Publications	32,539.67	0.00	0.00	32,539.67
75708 - Learning - subcontracts	88,197.47	0.00	0.00	88,197.47
76135 - Realized Gain	0.00	-0.01	0.00	-0.01
Total for Fund 62000	534,257.81	25,750.40	0.00	560,008.21
Total for Dept : 36005	534,257.81	25,750.40	0.00	560,008.21
Total for Output : 00083537	534,257.81	30,327.31	0.00	564,585.12

Project Total :	534,257.81	30,327.31	0.00	564,585.12
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