

Terminal Evaluation of the UNEP/GEF Project

“A Global Initiative on Landscapes for People, Food and Nature”

GEF ID 4806



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Break at Kenya Environment Volunteers (KENVO) camp, LARI with the landscape leaders and Co- Organizers



Discussions with Laikipia County Governor



At KENVO camp, LARI with the KENVO leader



Discussion with the IMARISHA landscape leaders in Naivasha

SCENES FROM THE FIELD

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Acronyms and Abbreviations

AGRA	Alliance for a Green Revolution in Africa
BD	Biodiversity
CATIE	Centro Agronómico Tropical de Investigación y Enseñanza
CBNRM	Community-based Natural Resource Management
CCM	Climate Change Mitigation
CGIAR	Consultative Group on International Agricultural Research
CI	Conservation International
EA	Executing Agency
EAFF	East Africa Farmers Federation
FA	Focal Area
FAO	Food and Agricultural Organization
FARA	Forum for Agricultural Research in Africa
FAS	Focal area set-aside
GEB	Global Environmental Benefit
GEF	Global Environment Facility
IA	Implementing Agency
IAASTD	International Assessment of Agricultural Knowledge, Science and Technology for Development
IAC	International Advisory Committee
ICRAF	World Agroforestry Center
ICROFS	International Centre for Research in Organic Food Systems
IFAD	International Fund for Agricultural Development
ILI	Integrated Landscapes Initiatives
ILM	Integrated Landscape Management
INRM	Integrated Natural Resource Management
IPSI	International Partnership for the Satoyama Initiative
IUCN	World Conservation Union
KP	Knowledge Product
LD	Land Degradation
LPFN	Landscapes for People, Food and Nature
L-SLM	Landscape-level Sustainable Land Management
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MEA	Millennium Ecosystem Assessment
MOV	Means of Verification
MSP	Medium-sized Project
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organization
NRM	Natural Resource Management
OVI	Objectively Verifiable Indicator
PIF	Project Identification Form
PIR	Project Implementation Review

PROFOR	Program on Forests
PSC	Project Steering Committee
RA	Rainforest Alliance
REDD	Reducing Emissions from Deforestation and Forest Degradation in Developing Countries
SAI	Sustainable Agriculture Initiative
SCCF	Special Climate Change Fund
SFM	Sustainable Forest Management
SGP	Small Grants Programme
SLM	Sustainable Land Management
TBPA	Transboundary Protected Area
TNA	Technical Needs Assessments
TOR	Terms of Reference
UNCBD	United Nations Convention on Biodiversity
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nation Development Programme
UNEP	United Nations Environment Programme
UNF	United Nations Foundation
UNFCCC	United Nations Framework Convention for Climate Change
UNU-IAS/IPSI	United Nations University - Institute of Advanced Studies / International Platform for a Satoyama Initiative
WB	World Bank
WCPA	World Commission on Protected Areas
WFP	World Food Programme
WG	Working Group

EXECUTIVE SUMMARY

Introduction and Background

1. The United Nations Environmental Program/Global Environment Funds (UNEP/GEF) Medium size Project “A Global Initiative on Landscapes for People, Food and Nature” was implemented from 2012 to 2014 in Kenya, Rwanda, Tanzania, Uganda, South Africa, Ethiopia, Madagascar, Sri Lanka, Indonesia, Nepal, Vietnam, Argentina, Brazil, Costa Rica, Ecuador, Honduras and Paraguay.
2. Global challenges related to food security and global poverty alleviation targets remain unmet, as conventional development models struggle to address stubborn problems of land degradation, disease, limited technical capacity, and poor market linkages. While food and fibre production continue to compromise biodiversity and ecosystem services at alarming rates, new predictions of climate change impacts on agriculture suggest that food yields could begin to decline at the very moment that burgeoning population and food demand necessitate that they continue to rise.
3. The overall objective of the project was “*to promote and support the broader adoption and more effective use of landscape-level sustainable land management (L-SLM) as an integrated approach to managing agricultural landscapes that addresses the full set of needs from the rural land base-including sustainable, climate-resilient production of food and fibre (from agriculture, forestry, and fisheries), watershed management, biodiversity conservation, bio-energy, terrestrial climate mitigation, and rural livelihoods.*”
4. A multi-sectoral project team comprising several organizations including EcoAgriculture Partners, the Initiative Co-Organizers, the International Advisory Committee, Working Groups and knowledge product partners partnered with UNEP in the implementation of the project.

Evaluation findings and conclusions

5. The original outcomes were fully considered in this evaluation. The evaluation method required that the intervention logic of the project be ‘re-constructed’ to better reflect the project’s intended outcomes. The following outcomes, re-constructed from the intervention logic presented in the project document were used in the Theory of Change (TOC) analysis:
 - i. L-SLM is adopted widely in rural landscapes to increase synergies among agriculture, ecosystem conservation, rural livelihoods, and climate change adaptation and mitigation;
 - ii. A L-SLM Global Knowledge Base and Global Resource Portfolio are widely used by landscape initiative leaders, national program leaders and international agency staff to build support, increase capacity, and facilitate cross-sectoral collaboration toward scaling-up L-SLM;
 - iii. Reviews and evaluations provide valuable feedback to agencies working on agriculture, ecosystem management and rural development, on opportunities and barriers to influence ongoing dialogue, policy processes, and tool development to advance L-SLM at landscape, national, and global scales.

6. The TOC is based on the premise that ‘leaders at the landscape, national and international levels will be supported by new resources, motivated by new evidence, and empowered by new partnerships and coalitions to develop and advocate for effective landscape programs, policies and investments in their home landscapes, countries or institutions’.
7. That increased knowledge, lessons learned, awareness and increased capacity of key institutions and actors (from local communities to decision making leaders), is expected to inform dialogue among the stakeholders, promote collaboration and will lead to improved policy-setting and planning for widely and effective use of ILM at landscape, countries and regional levels. This will ultimately help increase resilience of vulnerable ecosystems and communities. Indeed, provided that certain assumptions hold, these drivers would catalyze change towards the project’s long term impact: Resilient, sustainable and increased food production that contribute to reduce land degradation, mitigate climate change, biodiversity conservation and ecosystem restoration.
8. The project remained relevant in view of the fact that it is in line with the needs of the countries and the expectations of their vulnerable communities and its intended results are also consistent with UNEP/GEF’s programmatic objectives and expected accomplishments under its Climate Change, Ecosystem Management and Ecosystem Governance cross-cutting priorities of the POW 2010-2011 and 2012-2013 and Medium-term Strategy 2010–2013.
9. Generally, all the outputs of the three main components of the project were satisfactorily achieved and included: Support for L-SLM has occurred in at least 29 landscapes in 17 countries; A total of 191 landscapes were documented in sub-Saharan Africa (87), in Latin America (104); Policy-Landscape Dialogue became a major platform for mainstreaming integrated landscape management approaches in participating countries, and has informed the development of the national Environmental Management Coordination Act (EMCA) and influenced county policymakers involved in the elaboration of multi-sectoral County Integrated Development Plans (CIDP) in Kenya.
10. Strategic partnerships and institutional strengthening were initiated and capacity building of project leaders, community leaders and other agencies’ staff were conducted. Advocacy actions were undertaken while additional resources were identified and used to support increasing Integrated Landscapes Initiatives in Africa, Latin America and Asia through the project as well as through bilateral assistance. Analytical and communication tools as well as knowledge products were produced and disseminated.
11. The evaluation of effectiveness is based on the extent to which the two project outcomes were achieved. These outcomes are important catalysts for actions towards the long term impact of more resilient ecosystems, food production systems and communities.
12. **Outcome 1.** During the 2.5 years of project implementation, many new landscape initiatives were launched by partners of LPFN in all developing country regions. From the Development of landscape labelling program, with the **Kenya** Environment Volunteers (KENVO) in Lari to support for analysis of strategies for financing landscape investments, with PACT in **Brazil** and development of biodiversity gardens in **Sri Lanka, Turkey and Brazil**. According to IDH Sustainable Land and Water Program more than 57 established or incipient Integrated Landscapes Initiatives (ILI) involving agricultural export commodity stakeholders were identified in the 2nd quarter of 2014 compared to 27 identified in 2012.

13. **Outcome 2.** The project was successful in laying the foundation for institutional partnerships to support integrated landscape management, and helping to formulate and promote ambitious new agendas for action around ILM.
14. Several conferences/forums were organized (Rome, Washington, Nairobi) bringing together thousands of stakeholders, partners and leaders as well as ordinary participants. The conference in Nairobi on LPFN in Africa brought together nearly 200 leaders and experts in ILM from 20 countries in Africa to take stock of experience to date, and formulate an African Landscape action plan. The project has helped build /increase capacity at landscape and national levels, build collaboration and partnerships, increase awareness and share lessons/experience and best practices.
15. The project outcomes were intended to catalyze action and change towards the long term impact. This is consistent with the TOC, which is based on the premise that increased knowledge, awareness and capacity and lessons learned/sharing will, with appropriate engagement, result in better policy dialogue and collaboration for improved multi-stakeholders planning and effective use of landscape leading ultimately to the resilience of vulnerable ecosystems and economies. Using the Review of Outcomes to Impact (ROtI) analysis and TOC, the overall likelihood that the long term impact will be achieved is rated on a six-point scale as '**Likely**'.
16. The current situation with respect to financial, socio-political (with high support from decision makers in **Kenya**, thanks to the new constitutional dispensation), institutional and ecological factors is conducive to sustainability of the project outcomes. This is considered by the evaluator as '**Likely**'. There are also good prospects for replication, as demonstrated by ongoing replication in some landscapes supported by Governments and bilateral donors.
17. Implementation approach, oversight and management were **Satisfactory**, with no administrative or financial issues encountered. The project **Satisfactorily** achieved its outputs and outcomes.
18. The overall rating for this project is **Satisfactory**

Lessons learned

19. The following lessons were derived from the implementation of this project:
20. Strategic partnerships and stakeholder engagement: Engagement with a wide cross-section of stakeholders at all levels, from landscape local/county to national and regional stakeholders and decision-makers to local communities, is very important in projects in which the achievement of the intended intermediate and long term impact is highly dependent on their actions. Implementation and execution of the project by partner institutions that have the necessary competencies and experience 'on the ground' and constituencies within the countries are a very cost effective strategy both for successful project implementation and sustainability of outcomes. Having partnership arrangements, with different partners from the international and regional to national and local levels, each responsible for activities at the appropriate scale, can also be an effective mechanism for project implementation.
21. Policy dialogue and advocacy: It is important to note that it is critical to question and undertake in-depth analysis of the existing laws to improve the policy environment for wide adoption of ILM. Nevertheless, project interventions can only initiate/catalyze the necessary actions/processes to improve on the legislation. The project's duration was too short to expect to see the full enactment of the law let alone the impact stemming from a change in law.

22. Without advocating for 'pilot sites', it is possible to make a running landscape a 'show house' that can be visited by other nascent landscapes stakeholders for capacity building/training, exchange of experiences/lessons and/or for exposure. New skills can also be imparted there. This can also help to ensure sustainability and replication.
23. Involvement of key beneficiaries: One of the project's strengths was involving the local communities, who are among the most vulnerable to climate change impacts and key project beneficiaries, in the design and execution of the pilot adaptation actions. Ultimately, it is these communities who will be the main implementers of adaptation efforts on the ground. By involving them at an early stage, the project promoted acceptance of adaptation actions and increased the likelihood that outcomes will be sustained.
24. Within countries there are often a variety of ILM-supportive efforts at local and national levels, but they tend to be disjointed and therefore have difficulty learning from each other. There is a strong appetite among the practitioners and policymakers behind these efforts to engage with the other initiatives. The national level is the most strategic for promoting both learning among landscapes and improving enabling environment, as these should build on existing national programs and institutions. Organizing and supporting national networks should be the goal over the next decade and international advocacy efforts should be designed to support that goal.
25. Availability of financing to support core collaborative activities plays a critical role in catalyzing collaborative activities among diverse organizations, and provides a platform for working out cross-sectoral analyses and solutions. Such resources can provide strong leverage for co-financing and for influencing program spending of partners.
26. It is essential for the LPFN to mobilize some significant financial resources that are not tied to specific project deliverables, but can be mobilized quickly to take advantage of strategic opportunities for engagement and impact.
27. Many landscape initiatives are in formation stages. In fact, it is useful to consider a continuum: from single actor action --> multi-actors uncoordinated action --> an integrated multi-stakeholder platform working towards a shared vision. ILIs tend to fall somewhere on this continuum before the final stage, or if they have reached the final stage, they are constantly working to maintain it. It is a difficult process and it is useful for ILIs to see how others are progressing along the same continuum despite differing experiences.
28. There is need to bring the numerous existing institutions closer (along with their numerous stakeholders) and provide coordination with clear role and responsibilities. Equally, there will be need to continue to strengthen the institutional framework with human and financial capacity and appropriate technical expertise at the county as well as national levels while facilitating international collaboration.
29. Poor understanding and engagement with finance issues and financial institutions across the key agriculture, environment and rural development sectors, is one of the most significant weaknesses of most integrated landscape initiatives, and of programs networking ILIs. A number of studies have been conducted and implementation initiated, but targeted communications and strategies, and accelerated capacity-building efforts in this area need to be developed for specific stakeholder groups and types of financial institutions.
30. For complex projects which involve a large number of countries across several continents, the evaluation budget should be sufficient to support evaluation visits to at least one or two

countries on each continent. This will allow the various aspects of the project to be more rigorously assessed and to highlight contrasts.

Recommendations

31. The favourable political/new dispensation in many of the participating countries should be exploited by all parties to scale up and accelerate ILIs where the environment is conducive. GEF project designs should encourage governments should provide support for up-scaling and replication of project results in other locations, and identify appropriate sources of additional funding for these activities.
32. The project has created a considerable amount of interest and momentum within the countries. It has produced valuable scientific knowledge and generated useful lessons and best practices. Nevertheless, follow-on activities are required for replicating and up-scaling as well as for integration into policy and institutional frameworks. It is recommended that UNEP/GEF in collaboration with Ecoagriculture and the Initiative Co-organizers and other multilateral and bilateral donors submit a large size follow-on project proposal as soon as possible to up-scale the ILM gains.
33. Any future GEF-funded project that builds on this initiative should make explicit financial provisions for the project management team of this project to transfer the substantial volume of knowledge generated to other relevant ongoing and planned projects. The Secretariat as well as The Initiative –Co-organizers should widely disseminate the reports and knowledge products through their respective networks and other means. These should be given high visibility at appropriate forums. They should translate appropriate materials into local languages and make them easily available to local communities and development agencies. In addition, Initiative –Co-organizers should simplify the technical reports as far as possible to facilitate their use by managers and decision-makers and for uptake into policy processes.
34. The World Agroforestry Centre (ICRAF) and other partners facilitated dialogues among civil society practitioners, private sector representatives and officials from many levels of government in each of the sites in Kenya to collectively identify landscape issues, discuss current innovations and challenges, and deliberate on how national and sub-national government policies and actions could better support this innovative landscape work. . Some of the landscapes communities requested, that if possible, ICRAF should come closer to them by setting up a “mobile station” that can visit them regularly, as this could help them maintain the momentum.

I. INTRODUCTION

General Project Information

GEF project ID:	4806	IMIS number:	GFL/2328–2770–4C38
Focal Area(s):	Ecosystem management (Land Degradation)	GEF OP #:	
GEF Strategic Priority/Objective:	To contribute to arresting and reversing global trends in land Degradation, specifically desertification and deforestation. LD1; LD3; LD4	GEF approval date:	16 February 2012
Project Executing Agency	EcoAgriculture Partners	Project partners	Bioversity, CI, FAO, IFAD, Dutch Government, UNEP, ICRAF, WRI
UNEP approval date:	8 March 2012	First Disbursement:	12 April 2012
Actual start date:	February 2012	Planned duration:	24 months
Intended completion date:	February 2014	Actual or Expected completion date:	March 2014
Project Type:	MSP	GEF Allocation:	US\$1,000,000
PDF GEF cost:	US\$ 1,000,000.00	PDF co-financing*:	
Expected MSP/FSP Co-financing:	US\$2,621,868	Total Cost:	US\$3,621,868
Terminal Evaluation (actual date):		Geographical Scope	Global (including Kenya, Rwanda, Mali, Sri Lanka)
Mid-term review/eval. (actual date):	N/A	No. of revisions:	None

Date of last Steering Committee meeting:	April 2013	Date of last Revision:	N/A
Disbursement as of 30 June December 2013:	US\$ 754,729	Date of financial closure:	-
Date of Completion:	N/A	Actual expenditures reported as of 30 June 2013:	US\$ 651,285
Total co-financing realized as of 30 June 2013:	Cash Co-Financing: \$743.305	Actual expenditures entered in IMIS as of 30 June 2013:	US\$ 440,364
Leveraged financing:			

35. The United Nations Environmental Program/Global Environment Funds (UNEP/GEF) Medium size Project “A Global Initiative on Landscapes for People, Food and Nature” (Project GEF Id. 4806) was implemented from 2012 to 2014 in the following countries across the world: Kenya, Rwanda, Tanzania, Uganda, South Africa, Ethiopia, Madagascar, Sri Lanka, Indonesia, Nepal, Vietnam, Argentina, Brazil, Costa Rica, Ecuador, Honduras and Paraguay.
36. The overall objective of the project was “to promote and support the broader adoption and more effective use of landscape-level sustainable land management (L-SLM) as an integrated approach to managing agricultural landscapes that addresses the full set of needs from the rural land base-including sustainable, climate-resilient production of food and fibre (from agriculture, forestry, and fisheries), watershed management, biodiversity conservation, bio-energy, terrestrial climate mitigation, and rural livelihoods.”
37. A multi-sectoral project team comprising several organizations including EcoAgriculture Partners, the Initiative Co-Organizers, the International Advisory Committee, Working Groups and knowledge product partners partnered with UNEP in the implementation of the project.
38. The project benefited from a contribution of USD 1,000,000 from the GEF Trust Fund, whereas USD 2,621,868 was contributed in cash and kind by the partners.

II. THE EVALUATION

Purpose and Scope

39. In line with the UNEP Evaluation Policy and the UNEP Evaluation Manual, the Terminal Evaluation of the Project is undertaken at the end of project implementation period to assess project performance (in terms of relevance, effectiveness and efficiency), and to determine

outcomes and impacts (actual and potential) deriving/stemming from the project including their sustainability. Main evaluation principles and criteria are given in the evaluation Terms of Reference (TORs) in Annex 1.

40. The main purpose of this Terminal Evaluation is:
- i. To provide evidence of results to meet accountability requirements; and
 - ii. To promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, the GEF and their executing partner – EcoAgriculture Partners and the relevant agencies. The evaluation will therefore identify lessons of operational relevance for future project formulation and implementation.
41. The evaluation was guided by a set of key questions, based on the project’s intended outcomes:
- i. How successful was the project in promoting and supporting the broader adoption and more effective use of landscape-level sustainable land management as an integrated approach to managing agricultural landscapes that addresses the full set of needs from rural land base?
 - ii. Did the project produce a Global Knowledge Base and Global Resource Portfolio that are widely used by landscape initiative leaders, national program leaders and international agency staff to build support, increase capacity, and facilitate cross-sectoral collaboration toward scaling-up L-SLM?
 - iii. To what extent did the project provide a solid foundation of knowledge, resources for capacity building, and well-conceived, feasible strategies for scaling-up L-SLM supported by partnerships and coalitions to implement these strategies?
 - iv. Has the project been successful in creating sectoral dialogue and fostering collaboration among partners?
42. These questions were further expanded by the evaluation consultant during the evaluation inception phase (See Additional questions in Annex 2).
43. In line with the TORs, the project was assessed with respect to a minimum set of evaluation criteria grouped into four categories:
- i. **Attainment of objectives and planned results**, which comprises the assessment of outputs achieved, relevance (including strategic relevance, which looks at the alignment of project objectives with UNEP, donor, partner and country policies and strategies), effectiveness and efficiency and the review of outcomes towards impacts;
 - ii. **Sustainability and catalytic role**, which focuses on financial, socio-political, institutional and ecological factors conditioning sustainability of project outcomes, and also assesses efforts and achievements in terms of replication and up-scaling of project lessons and good practices;
 - iii. **Processes affecting attainment of project results**, which covers project preparation and readiness, implementation approach and management, stakeholder participation and public awareness, country ownership/driven-ness, project finance, UNEP supervision and backstopping, and project monitoring and evaluation systems; and

- iv. **Complementarity with the UNEP strategies and programmes**, which covers linkage to UNEP's Expected Accomplishments and POW, Alignment with the Bali Strategic Plan, gender, and South-South Cooperation.
44. The quality of project design was assessed (see Annex 3). All evaluation criteria were rated in accordance with standard UNEP assessment guidelines, which are given in the evaluation TORs (See Annex 1).

Evaluation Approach

45. The evaluation was conducted by an independent consultant between July and November 2014, under the overall responsibility and management of the UNEP Evaluation Office (Nairobi) and in consultation with UNEP/GEF Task Manager. During the inception period the consultant met with the UNEP Evaluation Office as well as with the UNEP/GEF project manager, the chair of EcoAgriculture, the Governor of Laikipia County in Kenya and other individuals who were involved in the project. Annex 4 gives the evaluation timeline and itinerary.
46. The findings of the evaluation are based on both quantitative and qualitative methods that were used to evaluate project achievements against the expected outputs, outcomes and impacts, and consisted of:
- A desk review of key project documentation, reports produced by the project, and information on relevant websites, among others (Annex 5).
 - Interviews: Face to face/telephone interviews with Project Management/EcoAgriculture and other executing partners such as ICRAF; the UNEP Task manager, and Fund management Officer and other stakeholders. A list of individuals interviewed or to be consulted is given in Annex 6.
 - Country Sites visits: The consultant visited several sites in Kenya such as: Laikipia (Nanyuki, Timau, Marmanet, Nyahururu); Naivasha and Kijabe (Lari) where he met representatives of multilateral agencies, NGOs, relevant organizations and other local partners to discuss project interventions and achievements (Annex 7).

Limitations of the evaluation

47. The following factors created some opportunities and difficulties during the conduct of the exercise:
- The timing of the evaluation coincided with the tenure of the last big event of the project: the 'Landscape for People, Food and Nature in Africa conference' in July, 2014. Many of the key players from the different countries involved in the project attended this event. It also coincided with the leave period of Partners almost everywhere. It proved problematic to meet/reach all the appropriate staff;
 - The above also contributed to slow response from some of the project partners, leading to delays in organizing country visits. All this contributed to delays in the timely completion of the evaluation.
 - The evaluation consultant visited project sites only in Kenya and did not have the opportunity to visit the other countries that participated in the implementation of the project, which placed constraints in obtaining first-hand information from these countries and increased the reliance on secondary sources.

III. THE PROJECT

A. Context

48. During the past years, global challenges related to food security, persistent poverty, climate change, and ecosystem degradation have risen to the top of international political and economic agendas. Recent food crises have incited political unrest and spurred large-scale agricultural investment in the tropics, often displacing marginalized peoples and critical ecosystems. Global poverty alleviation targets remain unmet, as conventional development models struggle to address stubborn problems of land degradation, disease, limited technical capacity, and poor market linkages. While food and fibre production continue to compromise biodiversity and ecosystem services at alarming rates, new predictions of climate change impacts on agriculture suggest that food yields could begin to decline at the very moment that burgeoning population and food demand necessitate that they continue to rise.
49. To address these multiple challenges, society in the 21st century will increasingly place a large set of demands on the world's rural land base. In addition to providing greatly expanded food production, such lands will be expected to conserve biodiversity and provide ecosystem services, reduce greenhouse gas emissions, produce energy, and support economic development and resilient rural livelihoods. In the face of these multiple demands, single-objective approaches to land management that optimize for one outcome (e.g. crop yields or terrestrial carbon stocks) are proving increasingly inadequate in many regions.
50. The project was intended to develop and communicate the evidence base on the role that landscape-level sustainable land management (L-SLM) can play in improving rural livelihoods through sustainable practices that increase food production, improve diet diversification and nutrition, reduce vulnerability to climate change and other shocks, and increase resilience of natural resource-based economies.
51. The past decade has witnessed the introduction of landscape-level sustainable land management (L-SLM) as a paradigm for managing agricultural landscapes and agriculture-forest, agriculture-woodland, and agriculture-grassland mosaics to stabilize or increase agricultural production while protecting or restoring natural ecosystems. This paradigm builds on from earlier approaches such as Integrated Natural Resource Management (INRM), and encompasses a range of emerging landscape-level solutions known under various terms including eco-agriculture, forest landscape restoration, territorial development, Model Forests, Satoyama, foodsheds, and the 'ecosystem approach' to managing agricultural systems.
52. Policy and investment decisions taken over the next several years will define society's chosen trajectories to address rising food demand, climate change, and ecosystem degradation. Without a deliberate effort to understand, support, and advance L-SLM approaches as an operational strategy for rural lands, single-objective sectoral approaches are likely to dominate, frequently leading to severe trade-offs among multiple objectives and a consequent failure to meet global convention targets for poverty alleviation, reversal of land degradation, halting of species loss, and terrestrial climate change mitigation.

B. Objectives and components

53. It is in this context that the objective of the project was formulated; "to promote and support the broader adoption and more effective use of landscape-level sustainable land management (L-SLM) as an integrated approach to managing agricultural landscapes that addresses the full

set of needs from the rural land base-including sustainable, climate-resilient production of food and fibre (from agriculture, forestry, and fisheries), watershed management, biodiversity conservation, bio-energy, terrestrial climate mitigation, and rural livelihoods”.

54. Hence, the purpose of the project was to address three specific challenges that inhibit the scaling-up of L-SLM in the locations where it could potentially be of significant benefit to society:
- Knowledge, experience, and lessons learned from effective L-SLM have not been well synthesized or disseminated, making it difficult to incorporate such knowledge into future projects, programs, and policies;
 - Where there is interest and need to apply L-SLM to ensure ecological and social wellbeing, the capacity to do so is often lacking; and
 - The enabling environment of policies, incentives, and investment priorities tends to favour sectoral approaches that trade off various landscape outcomes rather than promoting synergies through L-SLM
55. In line with the above, the project components and expected outcomes and outputs are given in Table 1. The project was organized into three main components: Component 1 was to support the wider and more effective adoption of L-SLM in landscapes and regions where it can be most beneficial; Component 2 was to support the activities and outputs of component 1 by providing a solid foundation of knowledge, resources for capacity building, and well-conceived, feasible strategies for scaling-up L-SLM supported by partnerships and coalitions to implement these strategies; Component 3 which is not part of the intervention logic of the project consists of project coordination to foster smooth collaboration among the Initiative co-organizers, the International Advisory Committee (IAC), and working groups and project monitoring and evaluation.
56. To provide a robust framework of analysis for the evaluation, the intervention logic described in the project document was analysed and used in the Theory of Change analysis; project outcomes were adjusted for this purpose (See Fig. 2). During the inception phase, the quality of the project design was assessed and the results are presented in Annex 3 as stated earlier in paragraph 45.

Table 1: Components and expected/adjusted outcomes and outputs

Components	Expected Outcomes	Expected Outputs
1. National- and Landscape-Level Action and Advocacy for L-SLM.	1. L-SLM is adopted widely in rural landscapes to increase synergies among agriculture, ecosystem conservation, rural livelihoods, and climate change adaptation and mitigation	<p>1. L-SLM approaches strengthened in at least 12 landscapes in at least 5 countries, in conjunction with efforts of Initiative Co-Organizers and partners (including in landscapes with GEF-supported projects)</p> <p>2. Leadership training and support for inter-sectoral groups of landscape leaders (including grassroots leaders), sub-national and national policymakers in two countries build capacity and partnerships to advance strategies for scaling up L-SLM in each country.</p> <p>2. Policies and investment programmes for agricultural development, ecosystem conservation, climate change adaptation and mitigation, and rural development to support L-SLM scale-up are operationalized in at least 2 countries</p>
2. L-SLM Knowledge base and global Resource Portfolio.	A L-SLM Global Knowledge Base and Global Resource Portfolio are widely used by landscape initiative leaders, national program leaders and international agency staff to build support, increase capacity, and facilitate cross-sectoral collaboration toward scaling-up L-SLM	<p>1. Four-day International Forum of L-SLM champions, experts, farmer and community leaders, private sector, and other key stakeholders to build partnerships and define strategy and work plan for L-SLM scale-up</p> <p>2. At least 20 knowledge products (articles, policy briefs, videos, etc.) are developed to synthesize evidence, opportunities, and key needs for upscaling L-SLM</p> <p>3. L-SLM Resource Portfolio provides capacity-building tools to support L-SLM scale-up</p>
3. Project Management, Monitoring and Evaluation	Reviews and evaluations provide valuable feedback to international public and civil society program staff, and international agencies working on agriculture, ecosystem management and rural development, on opportunities and barriers to influence ongoing dialogue, policy processes, and tool development to advance L-SLM at landscape, national, and global scales	Annual reports, impact assessment, terminal evaluation

(Adapted from the project document)

C. Target Countries and Groups

57. The project was designed as a Global Initiative and was implemented in 17 countries across the world including **Kenya, Rwanda, Tanzania, Uganda, South Africa, Ethiopia, Madagascar** in Africa; **Sri Lanka, Indonesia, Nepal, Vietnam** in Asia and **Argentina, Brazil, Costa Rica, Ecuador, Honduras and Paraguay** in Latin America. Landscapes involved in the project in Kenya include Laikipia, Kijabe (Lari), Naivasha, Embu, Bungoma and Mau Tea-forest landscape. Elsewhere work was conducted in Namaqualand in South Africa; Gampola and Udukumbura landscapes in Sri Lanka; Lombok landscape in Indonesia; Central Coffee Highlands in Vietnam; Carchi and Azuay Provinces in Ecuador and Pico Bonito in Honduras.
58. The major target groups/beneficiaries were to include leaders of organized indigenous farming communities who depend on agriculture and natural resources for their livelihoods, national research centres/facilities, civil societies, NGOs involved in Rural development and development agents; Governments (ministries departments, county/district offices, agricultural extension workers) and other policy-makers and planners as well as the private sector; regional organizations, FAO, UN Convention to Combat Desertification (UNCCD), UN Framework Convention on Climate Change (UNFCCC) country focal points. Most of these were involved in the implementation of the project.

D. Milestones/dates in project design and implementation

Table 2 shows major milestones and dates in project design and implementation.

Table 2: Major milestones

Milestone	Date
UNEP Approval date	8 March 2012
Actual start date	February 2012
Intended completion date	February 2014
Initial planned duration	24 months
Nairobi Forum	March 2012
Project Implementation Review PIR	August 2013
LPFN in Africa Conference	July 2014
Terminal Evaluation	July- November 2014

E. Partners and Implementation arrangements

59. The “Global initiative for Landscapes for People, Food and Nature” supported for two years by the GEF, is a two and a half year process of knowledge generation and sharing, capacity building, coalition and partnership formation and implementation at the field and policy levels - all oriented at supporting the mainstreaming of L-SLM.
60. The Global Knowledge Base and Global Resource Portfolio was to draw heavily on the activities of key related initiatives, programs, and organizations, including:
- GEF grantees working under the Land Degradation, Climate Change, and Biodiversity Focal Areas;
 - Key UN agencies (FAO, IFAD, UNEP, UNDP, WFP); CGIAR organizations, platforms, and mega-programmes such as Bioversity International, ICRAF, CRP-5, Platform on Agro biodiversity Research, etc.;
 - Other key international organizations and conservation and development NGOs (e.g., IUCN, Conservation International, CARE);
 - Partnerships and platforms (e.g., TerrAfrica, Model Forest Network, Climate-Smart Agriculture, International Partnership for Satoyama Initiative, Global Landscape Restoration, AGRA);
 - Universities;
 - Private-sector initiatives (corporate sustainability activities, payment for ecosystem services projects, eco-certification standards and labels, commodity roundtables, etc.);
 - L-SLM activities initiated by grassroots leaders and locally led participatory processes
61. There was formation of strong and strategic partnership arrangements with well-defined roles and responsibilities; from the executing agency and the co-organizers serving as the Steering Committee to the Advisory Committee, the working groups, the knowledge product partners and action and advocacy partners.
62. The roles and responsibilities for project coordination and management were shared by UNEP, as the GEF implementing agency, and EcoAgriculture Partners, as the executing agency. Responsibilities for project implementation were shared by several organizations, including the GEF implementing and executing agencies, Initiative Co-organizers, the International Advisory Committee (IAC), Working Groups, and knowledge product partners. Table 3 describes the responsibilities, roles, and functions of each of these groups and figures 1 and 2 illustrate the institutional arrangement and decision-making flowchart between them.

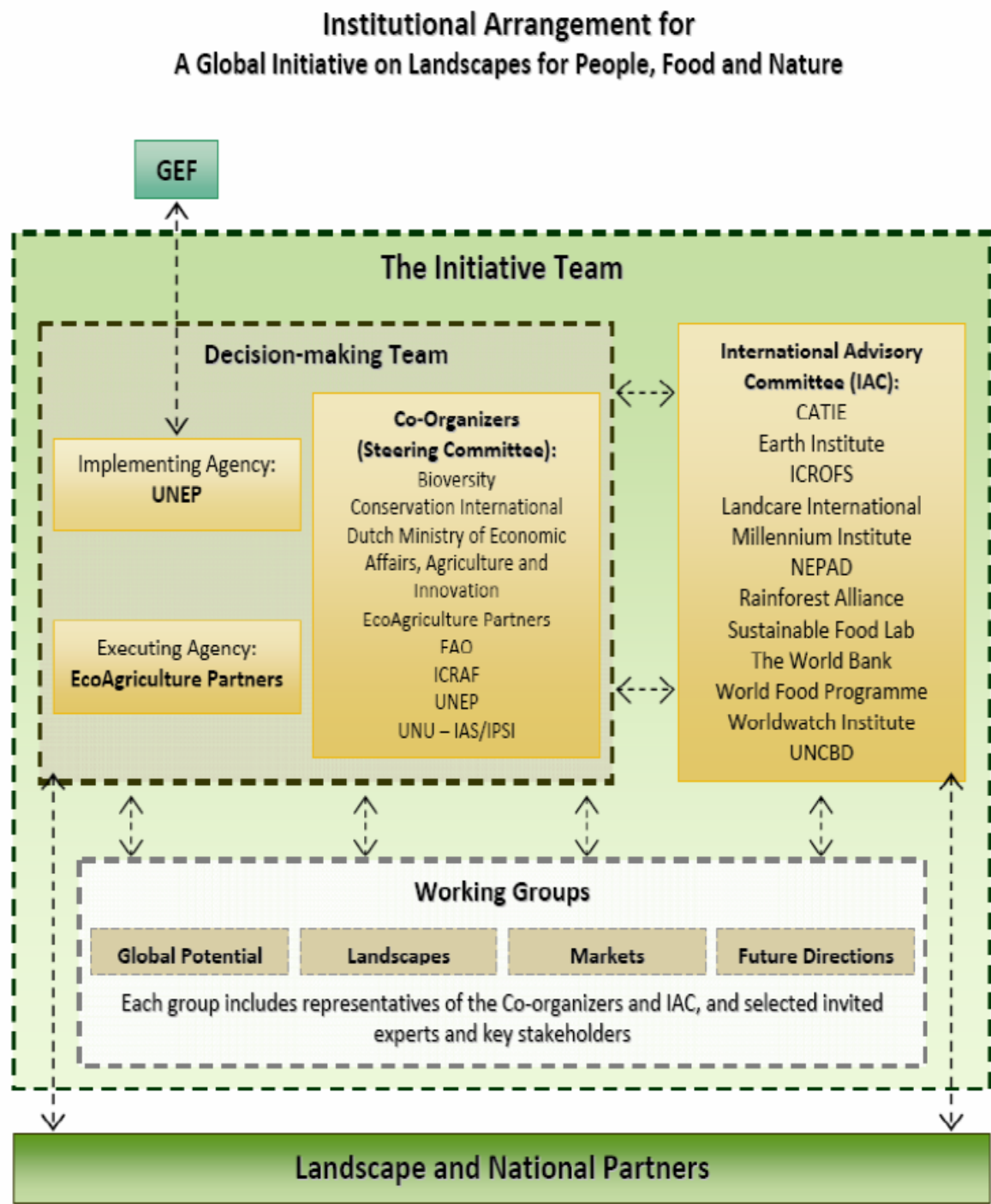
Table 3: Organizational Structures, Membership, Responsibilities, Roles and Functions for the Project

Structure	Members	Responsibilities	Roles and Functions
GEF Implementing Agency	UNEP	Communicate expectations and projects requirements from GEF to Executing agency; coordinate the use of UNEP facilities and staff time for the International Forum; provide a	Guarantee implementation of GEF objectives and project requirements; provide guidance on the use of

Structure	Members	Responsibilities	Roles and Functions
		member for participation in the IAC	funding from the GEF
GEF Executing Agency	EcoAgriculture Partners	Establish co-organizer and IAC teams; guide and coordinate co-organizer and IAC teams, meetings, and decision-making processes; mobilize additional co-financing; provide staff for administrative and programmatic tasks; prepare M&E reports and evaluations	Liaise between GEF/UNEP, co-organizers, and IAC; provide initial and general project design and direction
Initiative Co-organizers (Steering Committee)	Biodiversity International, Conservation International, FAO, ICRAF, IUCN, UNU/International Partnership for Satoyama Initiative, UNEP	Work with executive and implementing agencies to make major decisions related to the design, implementation, and management of the Initiative; mobilize cash and in-kind co-financing; support implementation of both programmatic components of the Initiative; spearhead action and advocacy at landscape and national levels	Shape project design; provide core financing for initial project design and development; broaden the Initiative's network
International Advisory Committee (IAC)	Appendix 3 of the project document ¹	Provide technical and intellectual guidance; participate in Working Groups and invite other working group members; hire staff funded by the Initiative; identify major related networks, initiatives, stakeholders and activities; design and develop knowledge products and theme sessions	Guide general project direction and implementing specific parts of the two programmatic components of the Initiative
Working Groups		Develop knowledge products around Key Questions for the Global Knowledge Base and Global Resource Portfolio; plan theme sessions related to each Key Question at the International Forum; shape dialogue; synthesize Forum dialogue to construct action agendas; set priorities and making sectoral recommendations	Provide sectoral and regional expertise on the state-of-the-art; facilitate sectoral dialogue and fostering collaboration
Knowledge Product Partners		Build the evidence base and identify the current challenges and opportunities for mainstreaming L-SLM through knowledge product development; review the state of L-SLM in several regions and sectors; design and disseminate knowledge products within the Global Knowledge Base and Global Resource Portfolio for intended end users	Design, implement, and provide intellectual guidance for specific knowledge products
Action and Advocacy Partners	International and national policymakers; landscape program investors; Working Group partners, leaders of landscape initiatives	Implement and test ideas, recommendations and partnership plans developed for the Action and Advocacy component of the project	Design, implement and provide strategic guidance for policy advocacy; incorporate knowledge resources and tools in landscape interventions research

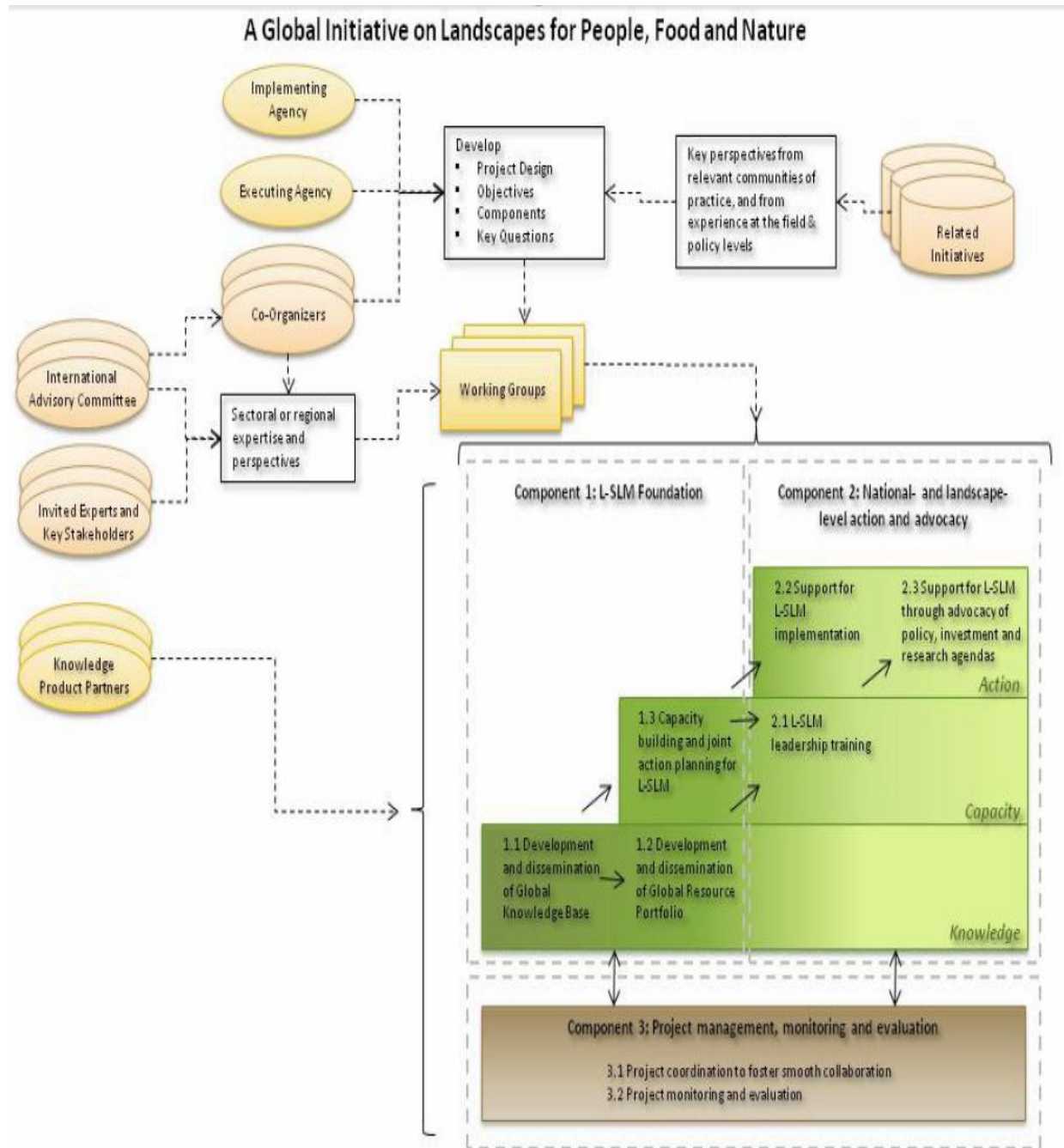
¹ [http://www.thegef.org/gef/sites/thegef.org/files/gef_prj_docs/GEFProjectDocuments/Land%20Degradation/Global%20-%20\(4806\)%20-%20A%20Global%20Initiative%20on%20Landscapes%20for%20People.%20Food/2-15-12%20UNEP-EcoAgriculture%20MSP%20Prod%20Final.pdf](http://www.thegef.org/gef/sites/thegef.org/files/gef_prj_docs/GEFProjectDocuments/Land%20Degradation/Global%20-%20(4806)%20-%20A%20Global%20Initiative%20on%20Landscapes%20for%20People.%20Food/2-15-12%20UNEP-EcoAgriculture%20MSP%20Prod%20Final.pdf)

Figure 1: Institutional Arrangement for a Global Initiative on Landscapes for People, Food and Nature



(Adapted from the project document)

Figure 2: Decision-making flowchart for a Global Initiative on Landscapes for People, Food and Nature



(Adapted from the project document)

63. The UNEP, with its responsibilities as Implementing Agency monitored the project in accordance with the agreed budget and outputs and disbursed funds to facilitate implementation. UNEP as the Implementing Agency had the responsibility of communicating GEF requirements for project reports and evaluations. They were also responsible for overseeing logistics regarding the use of UNEP facilities and staff time in Nairobi for the 2012 International Forum.
64. The executing agency, EcoAgriculture Partners, was responsible for providing sufficient staff resources to fulfil administrative and programmatic duties associated with the Initiative. The executing agency was responsible for coordinating meetings of the Co-organizers and the IAC, mobilizing additional co-financing, and overseeing project M&E
65. Initiative Co-organizers were responsible for making key decisions related to project management and implementation. They also provided the Steering Committee for the project. The Initiative team of co-organizers and IAC members were deliberately selected to include key stakeholders and organizations that were strategically positioned to help scale up L-SLM.
66. The International Advisory Committee (IAC) was a temporary structure, set up to provide guidance during the design phase of the project. The IAC was charged with advising the Co-organizers in the design and implementation of the Initiative; in playing leadership roles in developing the Global Knowledge Base, Global Resource Portfolio, and International Forum; and in providing significant in-kind co-financing for the Initiative. The expertise and comparative advantage of each team member organization is described in Appendix 3. The IAC was later replaced by a permanent structure of six working groups which include: 1) landscape strengthening; 2) policy; 3) business engagement; 4) finance; 5) science and knowledge; and 6) communications and outreach.
67. Four thematic Working Groups (WGs) were established to coordinate the design and implementation of project Components 1 and 2. These WGs included:
- **Global Potentials WG** addressed key questions pertaining to the global potential for L-SLM to address major global challenges of food security, poverty, ecosystem, degradation, biodiversity loss and climate change;
 - **Landscapes strengthening WG** addressed key questions pertaining to biophysical and institutional design to implement L-SLM at the landscape level;
 - **Markets WG** addressed key question pertaining to market mechanisms to support L-SLM; and
 - **Future Directions WG** addressed key questions related to developing agendas for policy, investment, research, and innovation to support scaling-up effective L-SLM.
68. The WGs were co-chaired by one representative from the executing agency and one or more Co-organizing organizations. They were charged with developing terms of reference and overseeing the completion of knowledge products for the Global Knowledge Base and Global Resource Portfolio; designing the components of the International Forum related to each WG theme; and developing and supporting the implementation of communication, capacity building, landscape-level action, and advocacy strategies related to each theme.
69. Many other stakeholders and experts were involved as knowledge product partners. Their primary responsibilities were to provide input and/or leadership in preparing knowledge products for the Global Knowledge Base and Global Resource Portfolio.

F. Financing

70. Financial support for the project as specified in the project document was USD 3,621,868. USD 1,000,000 was provided by GEF Trust Fund. The remaining USD 2,621,868 was co-financed by various partners in cash and also in-kind through staff time and expertise as shown in table 4. Cash financing was made up of US\$ 1,000,000 from GEF and US\$ 807,000 from partners.

Table 4: Estimated project cost

Cost of project	US\$	%
Cost to the GEF Trust Fund	1,000,000	27.61
Co-financing		
Cash		
Biodiversity International	25,000	0.69
Conservataion International	25,000	0.69
EcoAgriculture Board	402,000	11.10
FAO	25,000	0.69
PROFOR	30,000	0.83
UNEP	90,000	2.48
United Nations University/International Partnership for Satoyama Initiative	25,000	0.69
ICRAF	25,000	0.69
World Food Programme	160,000	4.42
<i>Sub-total</i>	807000	22.28
In-kind		
Biodiversity International	64,759	1.79
Centro Agronomico Tropical de Investigacion y Ensenanza (CATIE)	41,535	1.15
Conservation International	86,811	2.39
EcoAgriculture Partners Board	122,400	3.37
FAO	24,000	0.66
International Center for Research in Organic Food System, ICROFS	69,514	1.92
Millennium Institute	69,308	1.91
PROFOR	30,000	0.83
Rainforest Alliance	60,055	1.65

UNEP	489,683	13.52
United Nations Foundation	101,691	2.81
United Nations University/ International Partnership for Satoyama Initiative	254,440	7.03
ICRAF	366,478	10.12
Worldwatch Institute	34,194	0.94
Sub-total	1,814,868	50.11
Total	3,621,868	100.00

G. Reconstructed theory of change

71. UNEP evaluations require a Theory of Change (TOC) analysis and Review of Outcomes to Impacts (ROtI) in order to identify the sequence of conditions and factors deemed necessary for project-specified outcomes to yield impact and to assess the current status of and future prospects for results. The outcomes of the project are stated as follows in the project document:

- L-SLM is adopted widely in rural landscapes to increase synergies among agriculture, ecosystem conservation, rural livelihoods, and climate change adaptation and mitigation; A L-SLM Global Knowledge Base and Global Resource Portfolio are widely used by landscape initiative leaders, national program leaders and international agency staff to build support, increase capacity, and facilitate cross-sectoral collaboration toward scaling-up L-SLM.

72. The Initiative has two substantive project components plus a third component for project management monitoring and evaluation. This 3rd component is a ‘cost-centre’ for the management of project activities and thus is not part of the intervention. Reviews and evaluations provide valuable feedback to international public and civil society program staff, and international agencies working on agriculture, ecosystem management and rural development, on opportunities and barriers to influence ongoing dialogue, policy processes, and tools development to advance L-SLM at landscape, national, and global scales.

73. The methodology for the TOC and ROtI analysis is presented in Annex 5 of the TOR. This exercise attempts to identify “intermediate states”, which are the transitional conditions between the project’s immediate outcomes and the intended impact and are necessary conditions for the achievement of the intended impacts. UNEP defines ‘impact’ as changes in environmental benefits and how these affect human living conditions.

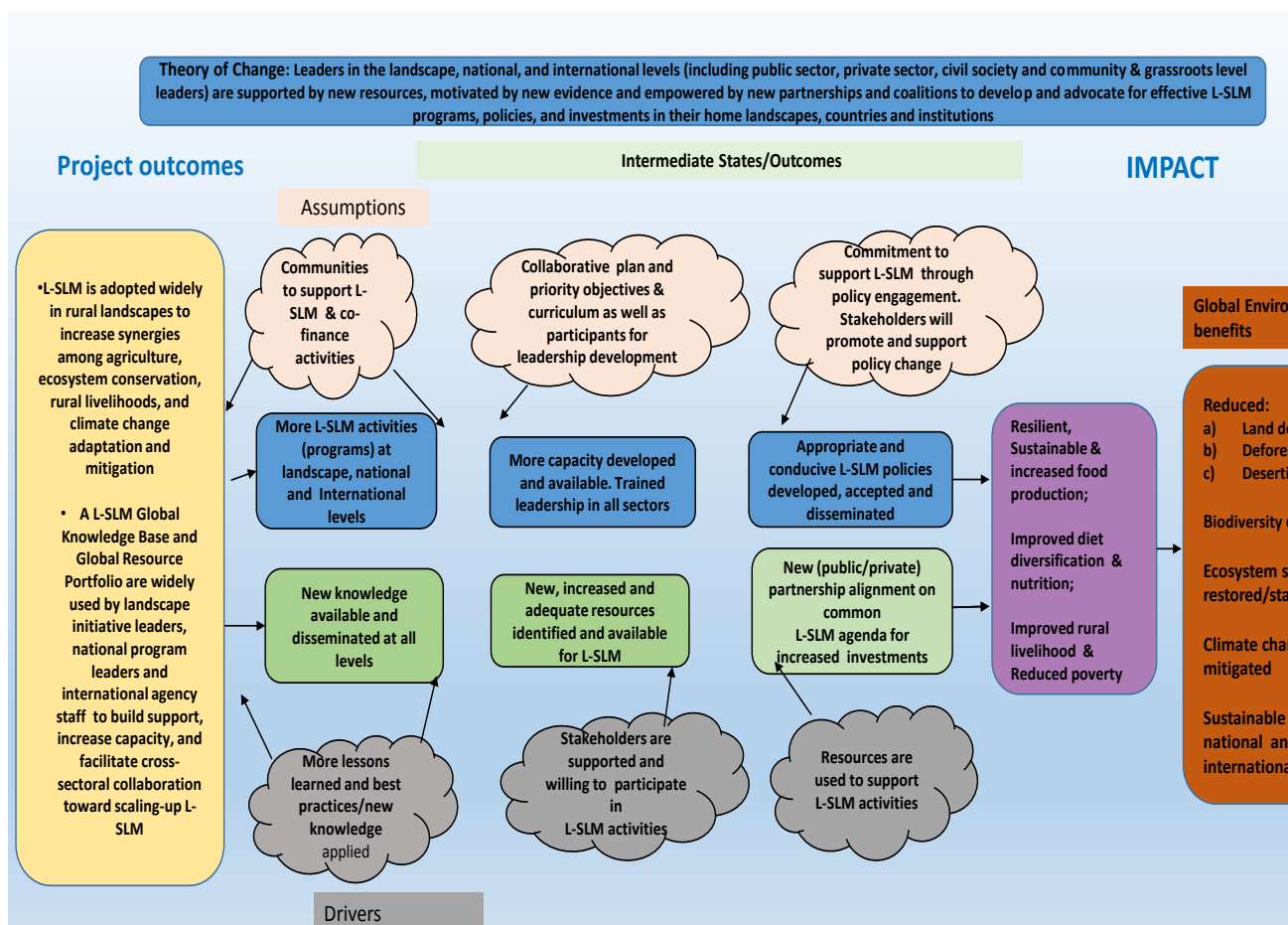
74. Based on this analysis is possible to determine if a project has produced sufficient changes and to identify intermediate states, that is, whether what the project has put in place will lead to a lasting impact. Therefore, for the purpose of this evaluation, the long term impact of the project is considered to be ‘reduced land degradation, deforestation and desertification; biodiversity conserved and ecosystem services restored/stabilized while climate change is mitigated and national and international waters are used sustainably’.

75. The TOC analysis helps identify progress towards the achievement of impacts. It recognizes some assumptions, which are significant factors which if present are expected to contribute to (or at least not to hamper) the realization of the intended impacts but are largely beyond the control of the project. The analysis also determines the Impact Drivers (the significant

external factors that if present are expected to contribute to the realization of the intended impact and can be influenced by the project and its partners).

76. The TOC which is presented in Figure 2 is based on the premise that ‘leaders at the landscape, national and international levels will be supported with new resources, motivated by new evidence, and empowered by new partnerships and coalitions to develop and advocate for effective landscape programs, policies and investments in their home landscapes, countries or institutions’.
77. The project results concerning improved information and knowledge, design and sharing of analytical tools, dissemination and application of best practices, training and strengthened leadership and institutional capacity and the active policy dialogue for decision making have started to catalyze changes towards the intermediate states which should ultimately lead to the desired long term impact, as observed during the site visits.
78. The Third project component has not been included in the TOC as it does not form part of the intervention logic (as mentioned earlier in paragraph 72. Component 3 budgets for the costs of project management and administration.

Figure 3: Theory of Change



IV. EVALUATION FINDINGS

A. Strategic Relevance

79. The project's objective remains highly consistent with current challenges/difficulties facing professionals from different sectors as well as poor and marginalized communities/groups involved in addressing issues of food security, persistent poverty, climate change, and ecosystem degradation. As per the project document, these issues which are part of rural/landscapes development have recently risen to the top of international political and economic agendas because global poverty alleviation targets have remained unmet, as conventional development models struggle to address stubborn problems of land degradation, disease and limited technical understanding and capacity.
80. Situation analysis in the project document is still relevant and actual with communities still facing difficulties in food production which continues to cause depletion of biodiversity, disrupts ecosystem services. This state of affairs made the decision for the communities/countries to join/participate in activities that were planned within this project an easy one.
81. The project is highly relevant to both UNEP and the GEF. Expected results will contribute to UNEP's current programme of work on Ecosystem management and to the GEF-5 Land Degradation (LD) Focal Area (FA) Strategic objectives which emphasizes the integrated management of natural resources to maintain and improve the productive capacity of rural lands, support resource-based livelihoods and provide multiple global environment benefits, including for biodiversity, climate change and adaptation and mitigation and the protection and sustainable use of international waters. In particular the FA embraces the "landscape approach" and will advance FAS (set Aside) priorities (i) and (iii) by:
- FAS priority (i): support global scale actions that contribute to overall strategic goals of the GEF; through engaging key leaders, experts, and stakeholders in L-SLM by building an international multi-stakeholder coalition with over 40 strategic partners and 8 co-organizing institutions.
 - FAS priority (iii): support the objective of increasing capacity to apply adaptive management tools in SLM.
82. Through development of 9 Knowledge Products, selection of 6 and eventually 12 Focal Landscapes for collaborative knowledge sharing and significant outreach efforts, the project is developing a knowledge and resource base that will be utilized to implement further training and capacity building for implementation of L-SLM (Project document, Part II, first paragraph).
83. Valid arguments are presented for intervention along landscape level sustainable land management, in line with/complementary to several other projects sponsored by GEF in response to stakeholders' priorities and needs.
84. The project is also consistent with international goals and aligned with the obligations of the countries as Parties to the UNCCD, CBD and UNFCCC. Complementarities with UNEP's

strategies and work programme are discussed further in section G, however, the ‘Ecosystem Approach’ form a major theme in UNEP’s strategic focus and thus this project shows a strong alignment.

85. The overall rating on relevance is **Highly satisfactory**.

B. Achievement of outputs

86. The project undertook and achieved all the major activities planned and implemented in the participating countries. After revision of the logical framework, the first 2 project components were made of three outputs which were reviewed during this evaluation.

Component 1: National and Landscape-level Action and Advocacy

Output 1

“L-SLM approaches strengthened in at least 12 landscapes in at least 5 countries, in conjunction with efforts of Initiative Co-Organizers and partners (including in landscapes with GEF-supported projects”

87. This output has been completed above/beyond expectation and planning. All working groups members and leaders in all participating countries were able to advance and complete successfully assigned actions/tasks to promote and stimulate interaction among different landscapes networks. As a result ILM has been strengthened in at least 29 landscapes in 17 countries through collaborative landscape dialogues, knowledge sharing and training events and technical landscape assessments for policy, business or markets. These actions strategically built on, complemented and supported existing multi-stakeholders initiatives.

88. For example in **Kenya**, the World Agroforestry Centre (ICRAF) together with other partners, facilitated dialogues among a wide range of collaborators including civil society practitioners, private sector representatives and officials from many levels of government in each of the landscapes to collectively identify landscape issues, discuss current innovations and challenges, and deliberate on how national and sub-national government policies and actions could better support this innovative landscape work. A national-level policy dialogue took place in June 2012 in Nairobi and representatives from these landscapes and key national- and county-level policy makers came together to discuss the findings and developed actionable steps to improve the policy framework for integrated landscape management at both the national and sub-national levels.

89. In **Sri Lanka**, Bioersity International in partnership with FAO are assisting within the LPFN project the department of Agriculture and other local partners to harness their rich agro-biodiversity to combat hunger and malnutrition by producing high value crops while conserving their biodiversity through multi-stakeholders integrated landscape management. This is also ongoing in **Kenya, Brazil and Turkey**.

90. Significant achievements were related to data collection and in-depth analysis accomplished on the continental inventories of landscapes initiatives in Africa, Asia and Latin America. Countries involved in these development include:

Kenya: Lari, Nyando Basin, Bungoma, Laikipia, Naivasha, Embu and Mau tea-forest landscapes; **Rwanda:** Northern, Western, and Southern provinces; **Tanzania:** Maasai Steppe, Mbeya; **Uganda:** Mt. Elgon watershed; **South Africa:** Namaqualand; **Ethiopia:** Debre Yakob, Tigray; **Madagascar:** Ankeniheny Zahamena Corridor; **Sri Lanka:** Gampola and Udukumbura project sites; **Indonesia:** Lombok; **Nepal:** Begnas Tal Rupa Tal; **Vietnam:** Central Coffee Highlands; **Argentina:** Alianza Pastizal; **Brazil:** Atlantic Forest, Sao Felix do Xingu; **Costa Rica:** Biological Corridor Cerros de Jesus; **Ecuador:** Carchi and Azuay Provinces; **Honduras:** Pico Bonito; **Paraguay:** The upper watershed of the Jejui River.

Output 2

Policies and investment programmes for agricultural development, ecosystem conservation, climate change adaptation and mitigation and rural development to support L-SLM scale-up are operationalized at least in 2 countries.

91. The project was successful in laying the foundation for institutional partnership to support ILM and help to set up and promote new agendas for action. Activities were undertaken and completed in 5 countries as follows:
92. **Kenya.** Dialogue at the county level became a major platform for mainstreaming integrated landscape management approaches in the country. The Kenya Policy-Landscape Dialogue, held in May 2012, has informed the development of the national Environmental Management Coordination Act (EMCA) and influenced county policymakers involved in the elaboration of multi-sectoral County Integrated Development Plans (CIDP). This also contributed to the elaboration of the Benefit Bill tabled in parliament which will allow the communities to benefit from the natural resources of the counties. Future impacts may also include the development of a national landscape policy action advocacy network in Kenya as well as the strengthening of landscape platforms.
93. **Tanzania.** Integrated landscape management has been introduced in key national and sub-national policy dialogues, through partners' engagement with the Southern Agricultural Growth Corridor of Tanzania (SAGCOT).
94. **Indonesia.** The resources from LPFN have been used by the US Millennium Challenge Corporation and Government of Indonesia partners to design the national Green Prosperity landscape management project.
95. **Vietnam.** The Policy Framework being developed by the LPFN has fed into World Bank programming on agriculture and environment in the country.
96. **Sri Lanka.** Sri Lanka's recent national dialogue became a major platform for mainstreaming integrated landscape management approaches in that country. Specifically, farmers in rural landscapes were exposed to landscape management tools and approaches for the first time, and actively participated in dialogue about management decisions with government and community based organizations (CBO) officials in a structured way.

Output 3

Leadership training and support for inter-sectoral groups of landscape leaders (including grassroots leaders), sub-national and national policymakers in two countries build capacity and partnerships to advance strategies for scaling up L-SLM in each country

97. Activities undertaken to attain these outputs included: Over 400 landscape leaders and policy makers were trained during 11 key events: 3 landscape leaders' dialogues in Tanzania, Kenya, and Sri Lanka, 6 policy dialogues in Kenya, and 2 webinars. For example in 2011, EcoAgriculture partnered with Swedbio, COMESA and TerrAfrica to deliver a four-day leadership course for African policy makers. The course held in the landscape surrounding Lake Naivasha in Kenya, built the knowledge, skills and networks of leaders in government ministries, civic organizations and federations of smallholders farmers from six East African countries. Participants were selected for their ability to influence policy in ways that would lead to integrated investment in agriculture, sustainable land management and climate change programs to capture synergies. They learned to write succinct and influential policy briefs; country-based groups prepared and shared action plans that specify ways they could work together to influence policy and practice across sectors within their country and across countries in the region. The following is a feedback from a landscape leader in Kenya: "EcoAgriculture Partners' leadership courses have provided our management staff with a clear articulation of landscape objectives. Thanks to these classes, we have improved community mobilization, youth empowerment and the establishment of environmentally sustainable income-generating innovations".
98. In addition, more than 300 landscape and policy leaders participated in the two international conferences on integrated landscape management, both held in Nairobi, in March 2012 and July 2014. The list of participants in these training events is given in Annex 3.

Component 2: L-SLM Foundation; L-SLM Knowledge base and global Resource Portfolio

Output 1

Four-day International Forum of L-SLM champions, experts, farmer and community leaders, private sector, and other key stakeholders develop agendas and partnerships for L-SLM mainstreaming

99. The Nairobi Forum took place in March 2012, with 150 participants representing 65 organizations from 25 countries. It was an opportunity for landscape partners involved in Kenya to be represented, and for most of them such as Kenvo, Laiconar, Agriculture Sector Development Support Programme/Ministry of Agriculture and the Ministry of Environment, it was the initial engagement with EcoAgriculture and partners and the LPFN project.
100. Several outcomes were arrived at the meeting, such as a comprehensive agenda for action (see some components in figure 3)

Figure 4: Outcomes



(Nairobi Forum March 2012)

101. There was completion of the project Action and Advocacy Strategy, including formal articulation of six specific outcome areas with assigned working group members and leaders. In addition there was a successful international media launch in advance of Rio+20, promoting the Initiative and landscape approaches and the set-up of the Initiative website and associated blog to promote and stimulate interaction and cross-fertilization among different landscape networks and related communities of practice. The Nairobi Forum of 2012 convened and mobilized a strategic network of partners to tactically link the evidence base for promoting integrated landscape approaches to actions at the landscape level and in national, regional, and international policy arenas. It had aimed at achieving the following.
102. At the landscape level, the Initiative aimed to actively support multi-stakeholder landscape initiatives in different countries. At a national level, the Initiative aimed to conduct policy analysis, design, development, and training to support the implementation of landscape approaches. Whilst at an international level, the program aimed to work with partners to advance integrated landscape management as a solution for sustainable agriculture production, climate change adaptation and mitigation, and land restoration through key global conventions, policy processes, and investment mechanisms. Targeted outreach to key stakeholders was intended to support the overall process.

103. The ultimate impact of the Initiative was envisaged as enhancing human wellbeing, improving food security and supporting sustainable livelihoods (people); it aimed to increase the sustainable production of crops, livestock, fibre, bio-energy and raw materials (food); and finally, ensure the protection and sustainable use of water, climate, energy, biodiversity, and ecosystems (nature) — all through effective, integrated management of agricultural landscapes.
104. Outcome 1 as an example was realized in the countries through the following activities:
105. **Kenya:**
- a. *Lari Landscape*: Development of landscape labeling program, with the Kenya Environment Volunteers (KENVO); Landscape Learning Dialogue; Policymaker-landscape Dialogue.
 - b. *Lake Naivasha Basin* - Support for analysis of strategies for financing landscape investment as well as policymaker-landscape Dialogue with IMARISHA Naivasha
 - c. *Laikipia*. Engagement in Policymaker-landscape Dialogue accompanied by Laikipia County Natural Resources Society (LAICONAR)
 - d. *Embu*. Policymaker-landscape Dialogue
 - e. *Bungoma*. Policymaker-landscape Dialogue
 - f. *Mau tea-forest landscape*. Support for Landscape planning and stakeholder engagement.
106. **Brazil**
- a. *Atlantic Forest*. Support for analysis of strategies for financing landscape investments, with PACT.
107. **Ecuador**
- a. *Carchi Province*. Assessment of impacts of integrated landscape management on climate change adaptation and food security, with World Food Programme
 - b. *Azuay Province*. Assessment of impacts of integrated landscape management on climate change adaptation and food security, with World Food Programme
108. **Ethiopia**
- a. *Tigray*. Assessment of impacts of integrated landscape management on climate change adaptation and food security, with World Food Programme
109. **Ghana**
- a. Analysis of business engagement in integrated landscape management.
110. **Honduras**
- a. *Pico Bonito*. Support for analysis of landscape scaling strategies, with EcoLogic

111. **Indonesia**
- a. *Lombok*. Assessment of experience in developing collaborative multi-stakeholder and multi-sector action for managing Lombok landscape sustainably, with Fauna & Flora International. Assessment shows how PT Export Leaf Indonesia, one operating company in the British American Tobacco group, and Lombok stakeholders transitioned from a single sector focus to a multi-stakeholder integrated approach to watershed management.
112. **Nepal**
- a. *Begnas Tal Rupa Tal*. Case studies of landscape-scale management of agro biodiversity.
113. **Rwanda**
- a. *Northern Province*. Assessment of impacts of integrated landscape management on climate change adaptation and food security, with World Food Programme.
 - b. *Western Province*. Assessment of impacts of integrated landscape management on climate change adaptation and food security, with World Food Programme.
 - c. *Western Province*. Assessment of impacts of integrated landscape management on climate change adaptation and food security, with World Food Programme.
 - d. *Southern Province*. Assessment of impacts of integrated landscape management on climate change adaptation and food security, with World Food Programme.
114. **South Africa**
- a. *Namaqualand*. Support for analysis of strategies for financing landscape investment.
115. **Sri Lanka**
- a. *Gampola Landscape*. Landscape Learning dialogue
 - b. *Udukumbura Landscape*. Landscape Learning dialogue
116. **Tanzania**
- a. *Maasai Steppeland*. Landscape Learning Dialogue; Land use photo analysis.
 - b. *Mbeya Landscape*. Landscape learning and planning Dialogue; Development of landscape labeling.
117. **Uganda**
- a. *Mt. Elgon watershed*. Support to Lake Victoria Basin Commission in design of large landscape initiative; analysis of market opportunities that contribute to both sustainable agricultural development and biodiversity/ecosystem conservation.

118. **Vietnam**

- a. *Central Coffee Highlands*. Support for Landscape planning and stakeholder engagement.

119. In addition to tools that were produced and used, several publications/knowledge products, articles and reports on all these activities, were produced and disseminated in blogs, newsletters videos and slides as mentioned earlier.

Output 2

At least 20 knowledge products (articles, policy briefs, videos, etc.) are developed to synthesize evidence, opportunities, and key needs for upscaling L-SLM

120. Twenty one (21) knowledge products have been completed, of which five were awaiting publication at the time the project terminal report was completed. The products dwell on topics such as climate change, business engagement, finance and policy planning and urban agriculture. Some of the products include: Strategies for investing in Agriculture/Forest Mosaic Landscapes in Africa; Assessing the Impact of Eco-certification; Multi functionality of Agro-ecological intensification Systems. LPFN knowledge products inform and support up scaling of ILM. The evaluator acknowledged that at the end of this project terminal evaluation thirty Knowledge Products had been completed.

121. Feedback from co-organizers and strategic partners showed that they have used knowledge products to inform the design of their own landscape initiatives and to advocate within their own organizations for greater attention to landscape approach. For example, the African Model Forest Network used the LPFN Finance Report to design their regional strategic planning process in 2014. USAID, IFAD, Government of Norway and Government of Netherlands reported having used LPFN knowledge product in designing new landscape-oriented programs for sustainable agriculture and natural resource management. Similarly the World Resources Institute drew consistently upon LPFN knowledge products to inform the soil and Water pillar of their new World Resources Report on “Creating a Sustainable Food Future”. This simply illustrates the quality, reliability and usefulness of the knowledge products. In addition to the more formally published knowledge products produced for the project, more than 100 additional materials (including reports, manuals and guides, videos, and presentations) have been produced and shared (See Annex 5 for complete list)

Output 3

L-SLM Resource Portfolio provides capacity-building tools to support L-SLM projects, programs, and advocacy efforts (including case studies, presentations, videos, visual diagrams, interactive website, L-SLM innovation portfolio, blog).

122. More than 270 blog entries have been written, posted and consulted by thousands of web users. Full set of 32 tools developed by and with LPFN partners and notes on their application, have been uploaded to LPFN websites with easy access. Access and use of these tools were expected to be an important component of the LPFN’s support for ILM in the short and long term. In July 2014 a newly designed LPFN Initiative website was completed and was launched.

123. TerrAfrica's capacity building and monitoring and evaluation programs have drawn on LPFN tools for training, including the Ground based photo-monitoring (GBPM) and Spatial planning and monitoring with maps (SPMM).
124. Numerous landscape initiatives have also applied the LPFN tools in capacity building including:
125. Lari landscape initiative, led by KENVO, uses Landscape Performance Scorecard (LPS), Institutional Performance Scorecard (IPS), Landscape Resilience Scorecard (LRS), Ground based photo-monitoring (GBPM), Spatial planning and monitoring with maps (SPMM), Landscape labelling (LL), and Innovation Assessment (IA) tools as well as Landscape Measures Resource Center (LMRC). Masaii Steppe Landscape initiative, led by AWF-Tanzania, used LPS and LRS tools Mbeya landscape in Tanzania uses LPS, SPMM, LL and IA tools; Burqa Abagabir watershed in Tigray, Ethiopia uses GBPM and SPMM tools;
126. Gampola Landscape and Udukumbura Landscape in Sri Lanka used LPS and LRS tools; Carchi Province and Azuay Province landscapes in Ecuador used LRS tool. Northern Province, Western Province, and Southern Province landscapes in Rwanda used LRS tool.

Component 3: Monitoring and Evaluation

Output 1

Annual reports, impact assessment and terminal evaluation

127. The LPFN Secretariat systematically monitored activities of the project, through development and review of Work Plans for the six working Groups, the Global Review and the Secretariat. These were reviewed every six months by the Co-Organizers. The following project management processes and products have been undertaken and completed by the project management team: annual project implementation reviews/reports, financial reports, project terminal report and terminal evaluation.
128. Achievement of outputs is rated as **Satisfactory**

C. Effectiveness

129. Effectiveness is based on the achievement of project outcomes which were intended to catalyze action and change (the intended purpose). This is consistent with the TOC, which is based on the premise that leaders at the landscape, national and international levels (including public sector, private sector, civil society and community & grassroots level leaders) will be supported by new resources, motivated by new evidence, and empowered by new partnerships and coalitions to develop and advocate for effective landscape programs, policies and investments in their home landscapes, countries or institutions.
130. Discussions during sites visits with partners, collaborators and farmers' groups' representatives in Kenya and review of reports/annual reviews from across the project countries show that the project has performed very well and in some instances beyond expectation. For instance, several communities are now aware of benefits they can derive from multi-stakeholders joint planning of activities in their landscapes.

131. Moreover they now realize there are benefits in using and maintaining best practices on farms. Farmers are also becoming increasingly knowledgeable about sustainable agricultural practices along value chains they can uphold to improve the management of their farms. For instance, they have started using weighing machines/apparatuses in the marketing of their products. In addition, they are becoming increasingly conscious of the environment and are beginning to use appropriate fertilizers and follow Weather Forecast Advisories for planting. Awareness of the impact of climate change on farming has been created.

Achievement of Outcomes

OUTCOME 1

L-SLM is adopted widely in rural landscapes to increase synergies among agriculture, ecosystem conservation, rural livelihoods, and climate change adaptation and mitigation (Increased prevalence of ILM; Objective 1.0)

132. As discussed earlier and for the TOC analysis the project outcomes were confirmed as being 2 (one for each components 1 and 2). Outcome 2 for component 1², as specified in the Prodoc, was in fact deemed an output. The project was implemented from February 2012 and July 2014 across mainly three continents. During the past 2.5 years, many new landscape initiatives were launched by partners of LPFN in all developing country regions such as the Model Forest Network in Latin America and Africa, IFAD and WRI. While this growth cannot be attributed only to the LPFN or this project, the expansion of investments in Integrated Landscape Initiatives (ILI's) by a number of bilateral donors (Government of Netherlands, Government of Norway, World Bank, GEF, Millennium Challenge Corporation) was informed by the LPFN Secretariat and partners like ICRAF.

133. One of the major accomplishments of the LPFN through this project is the documentation of Integrated Landscape Initiatives around the world. A total of 191 were documented in sub-Saharan Africa (87), in Latin America (104), and an inventory in Asia (and Europe, by partners based in Europe) is underway, using a common methodology. Many LPFN partners collaborated to identify the initiatives. These studies provide a baseline for tracking further development of such initiatives by country and region.

134. For example, there is an obvious growth in prevalence of landscape initiatives involving agricultural export commodities. This was assessed in collaboration with the IDH Sustainable Land and Water Program which confirmed that more than 57 established or incipient Integrated Landscapes Initiatives (ILI) involving agricultural export commodity stakeholders were identified. In short the project has had an influence, and made a contribution of the achievement of the outcome.

² "Leadership training and support for inter-sectoral groups of landscape leaders (including grassroots leaders), subnational and national policymakers in two countries build capacity and partnerships to advance strategies for scaling up L-SLM in each country

OUTCOME 2

A L-SLM Global Knowledge Base and Global Resource Portfolio are widely used by landscape initiative leaders, national program leaders and international agency staff to build support, increase capacity, and facilitate cross-sectoral collaboration toward scaling-up L-SLM

135. The project was successful in laying the foundation for institutional partnerships to support integrated landscape management, and helping to formulate and promote ambitious new agendas for action around ILM.
136. LPFN partners, including NEPAD, collaborated in July 2014 to organize the “Landscapes for People, Food and Nature in Africa” conference in Nairobi. This event brought together nearly 200 leaders and experts in ILM from 20 countries in Africa to take stock of experience to date, and formulate an African Landscape Action Plan to further strengthen and scale up ILM across the continent.
137. Documented shifts in organizational focus towards landscape approaches in the strategy and program goals and design of many of the Co-Organizers and Strategic Partners, including Bioversity International, EcoLogic, IFAD, World Resources Institute, UNEP, and higher profile of landscape work among others, such as ICRAF, CI and FAO thus showing internal commitment to ILM in the Organizations.
138. In addition, resources and tools in the ILM Resource Portfolio are supporting ILM projects, programs and advocacy. The use of Internet to download the tools is critical in their dissemination. The full set of 32 tools developed by and with LPFN partners along with notes on their application, has been uploaded to LPFN website with easy access. With nearly 40,000 website visits over the past two years—and a continually growing viewership—access and use of these tools are expected to be an important component of the LPFN’s support for ILM in the short and long-term.
139. Annex 8 gives the description of some of the LPFN tools developed by various partners. Numerous landscape initiatives in the participating countries have applied LPFN tools, including:
 - a. In **Kenya**, Lari landscape initiative, led by KENVO, uses Landscape Performance Scorecard (LPS), Institutional Performance Scorecard (IPS), Landscape Resilience Scorecard (LRS), Ground based photo-monitoring (GBPM), Spatial planning and monitoring with maps (SPMM), Landscape labelling (LL), and Innovation Assessment (IA) tools as well as Landscape Measures Resource Center (LMRC).
140. The landscape performance scorecard (LPS) engages stakeholders in scoring and qualitatively assessing their landscape on the basis of 20 outcome-oriented performance criteria related to conservation, production, livelihood and institutional goals. The data captured in an easy to use excel spreadsheet are displayed in a spider diagram format and used to focus multi-sector discussion on needs and ways to improve the landscape, and track change in landscape performance over time.

141. Assessing a landscape's performance across four key goals helps to foster a landscape perspective among participants. Reviewing the assessment leads to discussion among participants about strengths and weaknesses of the landscape and what might be done to improve performance in the future. Results can also be used to track change in the landscape over time.
- a. Masaii Steppe Landscape initiative, led by AWF-**Tanzania**, used LPS and LRS tools
 - b. Mbeya landscape in **Tanzania** uses LPS, SPMM, LL and IA tools
 - c. Burqa Abagabir watershed in Tigray, **Ethiopia** uses GBPM and SPMM tools
 - d. Gampola Landscape and Udukumbura Landscape in **Sri Lanka** used LPS and LRS tools
 - e. Carchi Province and Azuay Province landscapes in **Ecuador** used LRS tool
 - f. Northern Province, Western Province, and Southern Province landscapes in **Rwanda** used LRS tool
142. The Sentinel Landscape Initiative (SLI) is a tool designed to operationalize the landscape approach. It is based on a set of systematic data collection tools that measure environmental and livelihood outcomes, while quantifying environmental and institutional conditions. Using a comparative approach, allows for general trends about the interacting and overlapping factors constraining livelihoods and landscape prosperity to be deduced, while providing specific answers about intervention options and leverage points. The sentinel landscapes initiative is currently active in 20 countries (Latin America, Africa and Asia). The research instruments were aligned with already existing data networks (IFRI, In Depth, LDSF, PEN, Isms) to have a more global relevance. It has established two interoperability data sharing platforms with more than 100 datasets uploaded and shared. It is a much-needed, comparable long-term dataset of socioeconomic and biophysical changes at the landscape scale.
143. The Landscapes Portal is part of efforts at the World Agroforestry Centre (ICRAF) to advance the use of geoscience beyond conventional geographical information systems (GIS). It builds on recent advances in web map server technology and novel analytical approaches for landscape data management, mining, analysis and visualization. The ultimate goal of the Landscapes Portal is to improve our understanding of drivers of change in complex social-ecological systems. The Landscapes Portal has been applied in a number of projects in the global tropics. Specifically, it is being used in the Sentinel Landscapes Initiative as part of the CGIAR research program for forest, trees and agroforestry (FTA) in Latin America, sub-Saharan Africa, India and Southeast Asia. It is being applied in studies of soil and land health, including for monitoring of semi-arid rangeland systems. The analytical platform which is part of the Landscapes Portal is set up to analyze integrated landscape level datasets. Further, the portal serves as a platform for spatial (landscape) data sharing between practitioners, planners, policy makers, researchers and the general public.
144. LPFN knowledge products informed and supported upscaling of ILM. The products produced by many of the partners are used by the practitioners, the landscapes leaders and their teams to improve the management approach of the landscapes in the various participating

countries across Africa, Asia and Latin America as shown by the examples given earlier. The communications program of the LPFN is designed to ensure that knowledge products generated by the partners reach and motivate stakeholders who can put them into action. This was achieved through the generation of communication products which were disseminated across the network; through training sessions and workshops; during tool bazars at various conferences and meetings to expose participants, stakeholders, leaders to their usefulness as well as the creation of the various websites and blogs.

Direct Outcomes from reconstructed TOC

145. While the expected outcomes were realistically achievable within the project's timeframe, promoting and supporting the broader adoption and more effective use of landscape-level sustainable land management (L-SLM) to manage agricultural landscapes for sustainable, climate-resilient production of food and fibre, watershed management, biodiversity conservation, bio-energy, terrestrial climate mitigation, and rural livelihood requires a much longer timeframe beyond the two and a half years of the project. Although the project has begun to question the existing national policy dispensation, it is too early to tell if the project had any influence on national and regional policies. It was noted that there are numerous ongoing and planned projects and programmes in sustainable land management and rural development at national, sub-regional and regional levels. Therefore, it is difficult at this point to attribute progress made in sustainable agriculture, conservation of biodiversity and climate change adaptation to any one particular intervention.

146. Nevertheless, the project has laid a solid foundation by strengthening capacity of projects, government/NGOs and private sector leadership at local, national and international levels for wide and effective adoption of L-SLM, through:

- Improving and disseminating the scientific knowledge base required to identify issues/lessons to improve joint planning of landscapes at local, national and regional levels;
- Reviewing the policy environment, basis for development and advocacy of effective L-SLM;
- Disseminating innovative analytical tools and methodologies that can be applied to replicate scientific assessments, and strengthening technical capacity at local and national levels to use these tools and methodologies;
- Generating lessons and best practices for replication and up scaling and building the adaptive capacity of local communities for L-SLM;
- Strengthening collaboration/partnership among communities, public and private institutions, international partners/institutions and countries in sharing of information/lessons/methodologies for effective L-SLM;
- Highlighting the need for dialogue among stakeholders and for further research and mobilization of adequate resources;

147. These achievements are among the drivers that can potentially catalyze change towards the intended impact. According to the project document, it was expected that the improved

capacity, new knowledge/information would facilitate appropriate policy setting and promote dialogue for joint planning at landscape and national level; that partners would cooperate in data collection and dissemination to support government actions; and increased knowledge and awareness (lessons learnt) would eventually, albeit indirectly, lead to wider adoption of L_SLM among stakeholders. As discussed earlier, these processes have already begun, both during the project implementation phase and in the period since the project ended.

148. But realization of the project impact requires, among other things, replication and up-scaling of the lessons and best practices, mainstreaming of L-SLM into all sectors and development programmes, improvement in monitoring and availability at all times of reliable and updated data and information, expansion of capacity building to include most stakeholders, and support to vulnerable communities to implement and upscale activities. All these are heavily dependent on availability of adequate resources and that fact was acknowledged and agreed upon by the partners at all sites visited by the evaluator in Kenya.
149. While many of these conditions are under the control of the project partners, particularly Co-organizers and the Governments, achievement of impact also depends on a number of assumptions or factors that are largely beyond the control of the project and its partners (see ToC diagram in Figure 3).

150. Achievement of direct outcomes is rated as **Likely**

Likelihood of Impact using ROtI based on the reconstructed TOC

151. The likelihood of achievement of project impact (Resilient/sustainable food production, Ecosystem services stabilized, reduced land degradation and desertification) is examined using the ROtI analysis and TOC. A summary of the results and ratings of the ROtI are given in Table 5.
152. The overall likelihood that the long term impact will be achieved is rated on a six-point scale as 'Likely' (BB). This rating is based on the fact that the project's intended direct outcomes were delivered and were designed to feed into processes such as the African Landscapes Action plan, (in the case of Africa) elaborated during the July 2014 workshop. Initiative Co-organizer such as ICRAF and other partners are to facilitate uptake of project outcomes into these processes. Local partners have also taken it upon themselves to continue with some key activities such as the legislative aspects despite limited or no funding at this stage. However, before impact is to be seen/achieved in the future at landscape level several successful steps are to be considered. (Rating B);
153. In addition, measures designed to move towards intermediate states needed for eventual impact are evident in the momentum that the project has created among landscape initiative leaders using sound knowledge base and more resource toward scaling-up L-SLM. The measures have started, and in many cases they have started producing some results, which will be evident on the longer term (Rating B).
154. The preliminary impacts described above demonstrate the potential long-term impacts of the partnership.

Table 5: Results and ratings of Review of Outcome to Impact Analysis

Project objective: to promote and support the broader adoption and more effective use of landscape-level sustainable land management (L-SLM) as an integrated approach to managing agricultural landscapes that addresses the full set of needs from the rural land base—including sustainable, climate-resilient production of food and fiber (from agriculture, forestry, and fisheries), watershed management, biodiversity conservation, bio-energy, terrestrial climate mitigation, and rural livelihood.							
Outputs	Outcomes	Rating (D-A)	Intermediary	Rating (D-A)	Impact	Rating (+)	Overall
<p>1. L-SLM approaches strengthened in at least 12 landscapes in at least 5 countries, in conjunction with efforts of Initiative Co-Organizers and partners (including in landscapes with GEF-supported projects)</p> <p>2. Policies and investment programmes for agricultural development, ecosystem conservation, climate change adaptation and mitigation, and rural development to support L-SLM scale-up are operationalized in at least 2 countries</p> <p>3. Leadership training and support for inter-sectoral groups of landscape leaders (including grassroots leaders), sub-national and national policymakers in two countries build capacity and partnerships to advance strategies for scaling up L-SLM in each country.</p>	L-SLM is adopted widely in rural landscapes to increase synergies among agriculture, ecosystem conservation, rural livelihoods, and climate change adaptation and mitigation	B	<p>More L-SLM activities/programs at landscape and national level</p> <p>Appropriate and conducive L-SLM policies developed and disseminated</p> <p>More capacity developed and available especially trained project leadership</p>	B			BB

<p>1. Four-day International Forum of L-SLM champions, experts, farmer and community leaders, private sector, and other key stakeholders to build partnerships and define strategy and work plan for L-SLM scale-up</p> <p>2. At least 20 knowledge products (articles, policy briefs, videos, etc.) are developed to synthesize evidence, opportunities, and key needs for upscaling L-SLM</p> <p>3. L-SLM Resource Portfolio provides capacity-building tools to support L-SLM scale-up</p>	<p>A L-SLM Global Knowledge Base and Global Resource Portfolio are widely used by landscape initiative leaders, national program leaders and international agency staff to build support, increase capacity, and facilitate cross-sectoral collaboration toward scaling-up L-SLM</p>		<p>New knowledge available and disseminated</p> <p>New Partnership alignment/mobilized on a common agenda</p> <p>New/adequate resources identified and available for L-SLM activities</p>				
	<p>Rating justification: B The B rating reflects that the measures designed to move towards intermediate states have started and have begun to produce results</p>		<p>Rating justification: B The B rating reflects that the measures designed to move towards intermediate states have started and have begun to produce results.</p>		<p>Rating justification: The BB rating corresponds to 'Likely' that the impacts will be achieved.</p>		

Achievement of Project Goals and Objectives

155. The Landscapes for People, Food and Nature Initiative (LPFN) encouraged and enabled many practitioners, organizations and Governments to begin shifting from business-as-usual to mainstream Integrated Landscape Management (ILM)³ into their practice, policy, research and investments. 100% of proposed project outputs and objectives were achieved, positioning the partnership well for subsequent action and impact.

156. Landscape Learning Networks: The LPFN facilitated the formation of a landscape learning network among five landscape initiatives in **Kenya**, for knowledge-sharing and to engage jointly with national policymakers to encourage a more supportive policy environment for ILM. Similar networks are being formed in Tanzania and Ethiopia, and have been proposed in **Sri Lanka** and **Vietnam**.

157. L-SLM or Integrated Land Management (ILM) implementation has been strengthened in more than 20 landscapes in at least 14 countries, through collaborative Landscape Dialogues, knowledge-sharing events and webinars, training activities, and technical landscape assessments

³ This is the term agreed by the initiative to embrace a range of approaches, including 'Landscape-SLM'

on business, policy or markets. These were designed to strategically build on and support existing multi-stakeholder initiatives. Intermediate states/outcomes were triggered as the initiative has begun to contribute to more supportive national policies and investment programs in at least five countries described as follows;

158. **Sri Lanka's** recent national dialogue became a major platform for mainstreaming integrated landscape management approaches in that country. Specifically, farmers in rural landscapes were exposed to landscape management tools and approaches for the first time, and actively participated in dialogue about management decisions with government and community based organization officials in a structured manner.
159. The Kenya Policy-Landscape Dialogue has informed the development of the national Environmental Management Coordination Act (EMCA) and influenced county policymakers involved in County Integrated Development Plans (CIDP). The Benefit Sharing Bill which concerns benefits derived/accrued from all natural resources in Counties is a new important legislation/policy that was discussed by the stakeholders at the landscape and county levels. It is now being followed up at Parliament for rapid consideration and supported by the Governor of Laikipia County, Chairman of the Council of Governors on Natural Resources. Future impacts may include the development of a national landscape policy action advocacy network in Kenya as
160. **Tanzania.** Integrated landscape management has been introduced in key national and sub-national policy dialogues, through partners' engagement with the Southern Agricultural Growth Corridor of Tanzania (SAGCOT).
161. **Indonesia.** The resources from LPFN have been used by the US Millennium Challenge Corporation and Government of Indonesia partners to design the national Green Prosperity landscape management project.
162. **Vietnam.** The Policy Framework being developed by the LPFN is being fed into Government of Vietnam and World Bank programming on agriculture and environment in the country.
163. Strengthened capacity and partnerships to advance strategies to scale up ILM is another intermediate/outcome attained by the project and illustrated by the fact that NEPAD will be launching a new Flagship Program on Sustainable Land Management, Desertification, Biodiversity and Ecosystems-based Adaptation to Climate Change (LDBE) in early 2015, supported by AMCEN of the African Union. At the LPFN-Africa Conference in July 2014, partnerships were established to advance policy support and capacity-building for the LDBE.
164. The LPFN partners raised advanced dialogue and strengthened capacity of participants in the Convention to Combat Desertification (CCD) Conference of the Parties in 2013 through a collaborative program on integrated landscape management, and will continue to advance the theme during the 2014 COP.
165. ILM supported by GEF: The GEF supported a number of innovative ILM programs around the world during GEF-5, and drew on the experience and resource materials of the LPFN in designing the strong new integrated landscape approaches in GEF-6, particularly in Africa.

166. The overall rating for effectiveness is **Satisfactory**.

D. Sustainability and Replication

167. This section concerns the financial, socio-political, institutional and ecological factors conditioning sustainability of project outcomes. It also assesses efforts and achievements in terms of replication and up-scaling of project lessons and good practices.

Financial factors

168. According to the project document, the project was expected to leverage GEF funding not only to increase the effectiveness of L-SLM activities in other GEF projects, but to help mainstream the L-SLM approach within several key UN organizations, NGOs, and at the grassroot levels. In addition, the Initiative aimed to develop and advance strategies for resource mobilization to support ILM implementation in the field.

169. Collaborating organizations with requisite expertise were to engage with selected financing organizations, including international development banks, foundations and donor groups, to ensure that investment ‘windows’ were established or expanded within major funds for agricultural development, climate action and ecosystem management and rural development to fund multi-sector landscape investments. The Initiative worked closely with selected international agribusiness and food industry umbrella organizations to articulate the business case for linking sustainable supply initiatives with landscape initiatives, and mobilize business champions for landscape investment.

170. In line with the project document and in order to realize the above, a number of financing strategies were explored to provide a foundation for building robust investment platforms including more effective public-private partnerships for integrated landscape investment. These were experimented/implemented by some financial institutions and mechanisms that support multi-objective investments within a landscape context (250 were reviewed) as well as 29 integrated landscape initiatives in participating countries. For example case studies of landscapes from Brazil, Kenya and South Africa, demonstrate promising ways to add value and attract investment that benefits people, food and nature. Details of these can be found in the knowledge products published in the LPFN website, blog, Newsletters and slides (Financing Strategies for integrated landscape management by Seth Shames at PRISMA, 2014; Financing Strategies for integrated landscape investment, the synthesis report by S. Shames, Margot Hill Clarvis and Gabrielle Kissinger, etc.).

171. It is however important to note that major constraints to mobilizing finance for ILM asset investments include short time horizons required for returns by most investors, a mismatch between investment stake and size of investment opportunities, and high investment risk versus return potential. Challenges for ILM enabling investments include the silos that operate among public sector institutions, the underfunding of landscape initiative establishment and coordination, and the difficulty of appropriately targeting enabling investments to promote asset investments; Annex 9 shows a model of ILI investment pathway; some Development Finance Institutions reviewed and briefs on case studies of landscapes from Brazil, Kenya and South Africa.

172. At the local level, funding for activities has been provided by co-organizers, some collaborating governments (Norway, Netherlands), by some international institutions through partner NGOs and the national government through the county government. Lack of adequate financing for sustaining project outcomes remains a concern. Financial sustainability will depend to a large extent on funding from national budgets/sub-national budgets (e.g. in the case of Kenya) and initiatives of external donors as proposed by the project document (mentioned above). The rapid initiation of a second phase to scale up will provide the opportunity for the proposed mechanisms to be implemented as suggested and also benefit from the great enthusiasm/momentum observed during this phase.
173. In **Kenya**, the county government is providing some funding to help support project outcomes. A number of planned activities are being carried out and followed up by various government departments (agriculture, meteorology, environment, water, forestry, etc.). The funds may not be sufficient but could increase in coming/future budget allocation. Other projects are also being carried out by friendly governments and by the UN organizations which also sustain some of the gains made.
174. The evaluator found that generally, there are already significant new resources that have been mobilized by LPFN partners to continue expansion and development of ILM programs. The USAID Africa Bureau, Norad, the Dutch Ministry of Foreign Affairs and other donors have made commitments to supporting ILM. Most of these financial partners were present at the LPFN in Africa conference in Nairobi in July 2014 to confirm this. The Sustainable Land and Water program of IDH, the Mt. Elgon project of the Lake Victoria Basin Commission and others have five years of resources to advance this work.
175. According to paragraph 154, one should expect that Development Finance Institutions (DFIs) can begin to play a larger role to enable multi-functional finance packages for ILI in most LPFN participating countries. In addition, it is expected that in Kenya the Benefit Bill when passed and implemented, is likely to increase communities' incomes and bargaining power in the near future. This could further ensure smoother behavior changes in the ILM spirit and could also increase the public-private partnership ability to fund Integrated Landscape Initiatives.
176. The prospect for financial sustainability is **Likely**
- Socio-political factors***
177. Awareness for the project started at all levels, from landscape level and involved stakeholders from communities, CBOs, NGOs, to local government/County government and the national government and regional/international institutions. This was essential in increasing capacity, disseminating knowledge/lessons learnt, and in production of tools and knowledge products across the project community and also promoting political ownership and buy-in of the project.
178. Above all in Kenya, the implementation of the project coincided with the new constitutional dispensation that devolves most functions at the local level to the County Government with some legislative and executive responsibilities. A key factor contributing to sustainability is the involvement and support of the participating County Governments, as

illustrated in Laikipia County that fully endorsed the project. All county departments for rural development including the Agriculture Sector Development and Support Programme (ASDSP) were all involved in its implementation under a network, the Laikipia County Natural Resource Society in the Office of the Governor.

179. The awareness and recognition of the actual and potential impact of L-SLM is rapidly increasing across counties in Kenya. The county government believes that one of the most efficient ways of managing the County (as well as National) natural resources is through the landscape approach. Hence, the support and participation of the governor in the multi stakeholder policy dialogue, analysis and capacity development.
180. The Governor is the Chairperson of the Governors' Committee on Natural Resources involved in the discussions and fast tracking of the Benefit Bill, the national Land use policy preparation, the new NGOs dispensation, etc. He is confident that policy dispensations as well as executive decision at county level could be relatively fast tracked to facilitate/accelerate the implementation of the ILI. This in part has boosted the participation of government institutions, facilitated dialogue at high-level of decision making and created the expectation for a very conducive environment to sustain project outcomes.
181. For example, farmers communities working with the Agriculture Sector Development and Support Programme (ASDSP) say they can clearly see the role of government which is very supportive (not only for policy but also material) and close to the people and is present at all events. They appreciate the support of the Governor and his passion to see issues addressed despite limited resources. They agree they can see the impact of aid and the value of all systems functioning optimally (including NEMA).
182. In addition the level of involvement and enthusiasm of other stakeholders have also increased tremendously. Sharing of lessons learnt and the search for/adoption of best practices are on the rise among farmers' groups. This is the case of Kilimo Biashara farmers' association in Timau, Laikipia, which empowered communities to change their production methods in order to produce more. They are seriously orientated towards marketing their farm produces through training of members and adoption of modern market access practices such as warehouse receipts, good preparation/conditioning of produces, weighing and packaging.
183. Governments and other stakeholders are much more aware of the potential and mechanisms for integrated landscape management. While systems to support ILM are still in early stages of innovation, there is substantive dialogue on mechanisms for scaling up in many of the countries where LPFN was working. The approach has been legitimized by the CCD, TerrAfrica and others.
184. Concerning the future of L-SLM, most communities and their partners including government institutions agreed that 'unless we want to become extinct', there is no other choice than adopting the L-SLM.
185. The rating for socio-political factors is **likely**

Institutional factors

186. The existence/development of an institutional framework makes it easy for implementation of decision, plan and programmes and in this case to sustain the project outcomes. Although most Counties are at the same level, mainstreaming L-SLM in existing institutions at the Laikipia County where there is a conscious and passionate involvement at highest decision making level will be smoother. Another favouring factor/catalyst is the new dispensation that can use ILM as a dash-board in the monitoring of rural landscape in the County.
187. Building solid institutions can be facilitated and strengthened by the fact that the Co-organizers and partners have forged strong alliance/partnerships with several institutions, in the public and private sectors, with grass root organizations and communities during project activities such as policy dialogues and capacity building sessions for the adoption of integrated land management approach.
188. Generally with new knowledge acquired and disseminated, lessons learnt and new tools developed in addition to more resources available, the project has contributed in facilitating decision-making and bringing closer existing relevant institutions for appropriate policy development and capacity building that will assist Government incorporate L-SLM into relevant policies and institutional framework.
189. Finally, several countries already have or are putting in place institutional mechanisms to facilitate ILM (e.g., Ethiopia, Kenya, South Africa), although it remains to be seen how robust these will be in breaking through sectoral silos in government and finance. NEPAD's new LDBE (mentioned earlier) will support multiple objectives for land management, but does not explicitly endorse an integrated landscape approach.
190. Institutional sustainability is ranked **Moderately likely**.

Environment factors

191. Sectoral planning and implementation of rural development project is often unsatisfactory especially where a multi-stakeholder/integrated approach is the optimal. The project objectives is to promote more effective landscape-level sustainable land management that aims at sustainable, climate-resilient production of food and fiber, water management, biodiversity conservation, bio-energy, terrestrial climate mitigation and rural livelihoods. It made ecological sustainability part of the impact expected from the project.
192. In the long term, through the TOC and ROI analysis, project outcomes are expected to increase/build resilience into the agricultural landscape. Moreover, a number of achievements attributed to the project are expected to promote environmental sustainability also judging by the composition, nature /sector of the partners involved at the landscape level: agriculture, environment, water, wildlife, forest, biodiversity and meteorology.
193. It is believed that the rate and intensity of climate change and unexpected and emerging issues can surpass the rate at which ecological resilience is built and there is still uncertainty about how ecosystems will respond to climate change. Variable climate has always been a fundamental driver of ecological processes and change. Nevertheless, it is also true that sudden large scale climatic events could obliterate any ecological gains derived from the project.

194. Human pressures can also undermine ecological sustainability, such as the spread of an alien invasive species in Lake Victoria or over use of water in Lake Naivasha basin by the water users association (mainly flowers/horticulture growers and the hoteliers). This emphasises the need for a multi-stakeholder approach to planning and management of landscapes which is in line with one of UNEP's concern for good ecosystem management practices and their integration into climate change strategies and action plans.
195. Finally it is too early to document the environmental benefits of the landscape initiatives that were supported by this project. But it seems promising that sustainability will be greater in these places that have put in place concrete, operational programs to achieve them than in places where efforts are highly fragmented.
196. The rating for environmental sustainability is **Likely**.
197. The overall rating for sustainability is **Moderately likely**

Replication

198. Awareness was created at local landscape, county, national as well as international levels for the adoption and use of integrated landscape approach. Through unveiling and disseminating new scientific knowledge and the creation of tools and knowledge products that will inspire new policies that will facilitate sharing of lessons and encourage best practices. ILI has shown a great prospect for replication.
199. The site visits to Laikipia (Nanyuki, Timau and Nyahururu) and Nakuru (Naivasha, Lari) Counties clearly showed the potential for replication and up-scaling. In many instances in Kenya, lessons have been shared as well as best practices among the institutions/networks managing the various landscapes in the countries. These were imparted to the communities as well at the grass root level. In many instances community leaders and landscapes managers have also participated in the implementation of several activities of the LPFN initiative.
200. But this learning process (of lessons and best practices) is also taking place in communities/landscapes/counties that had not participated directly in the implementation of the LPFN project. This is the case for 13 Produce and Marketing Organizations (PMO) founded by Kilimo Biashara in Timau,(Laikipia) but operating in Mount Kenya North region, that is Meru, Nyeri and also Laikipia North. The new tools have been used for capacity strengthening/ building (training) and for best practices to be adopted.
201. The above illustrates the high potential for replication of the project outcomes despite many challenges that could be found in the new areas. Nevertheless, for any significant impact to be realized, the lessons must be replicated and up-scaled over sufficiently large areas, considering the geographic scale at which climate change impacts are likely to be experienced. However, material produced by the project should be made easily available, especially to local communities in their own languages, and capacity building extended to most stakeholders.
202. The LPFN project also played a catalytic role in the development of the Dutch Ministry of Foreign Affairs program on Sustainable Land and Water Program, which is supporting ILM in areas where agricultural export commodity production is a dominant land use. The project is

being implemented (as of early 2014) by the Sustainable Trade Initiative (IDH) in collaboration with the LPFN. Its strategy was based on the LPFN Reducing Risk report on landscape approaches to sustainable sourcing.

203. The rating for replication is **Satisfactory**.

E. Efficiency

204. Measures adopted by the project to increase efficiency included organizing/undertaking activities that bring partner institutions closer. Strategic partnerships were established among key organizations in research, academia, along the agriculture value chain, with experience and strong track record locally, regionally and internationally. This was promoted within the project by having the Initiative Co-organizers, the International Advisory Committee (IAC), Working Groups, and knowledge product partners.

205. The project intervention also included associating projects/programmes at the national, regional and global levels that are actively involved in relevant/similar activities government funded or GEF sponsored, to harness their experiences, respective comparative advantage, bring out and build on existing information and data sources.

206. Finally, by engaging/involving local communities in planning/developing and executing project activities; these communities are often among the most vulnerable and are among the ultimate implementers and beneficiaries of the various interventions;

207. These measures led to achieving greater outputs in a relatively short time with reasonable financial input. Indeed, these cost-efficient measures contributed to the successful completion of the project on the various continents, with a wide range of activities including at the political level and within budget.

208. In general, the project was able to catalyze resources and mobilize action quite effectively, through its multi-stakeholder strategy in developing Knowledge Products, Action and Advocacy activities (through the six LPFN Working Groups), and secretariat engagement and communications.

Timeliness of Execution

209. The project was approved in March 2012 for 24 months, and was implemented between March 2012 and July 2014. The project was implemented in more than 15 countries across three continents, produced very many outputs; no extension was requested, no additional funds were requested or reallocated. Delay in implementation was also negligible. This was mainly due to the commitment of the partner institutions and the project management structure put in place which were efficient and effective. This may also be due to the overall enthusiasm of all participating individuals, organizations and communities some of which had been stuck in unproductive routines.

210. The overall rating for efficiency is **Satisfactory**.

F. Factors Affecting Performance

i. **Preparation and Readiness**

211. The objective of the project was to promote and support the broader adoption and more effective use of landscape-level sustainable land management (L-SLM) as an integrated approach to managing agricultural landscapes that addresses the full set of needs from the rural land base-including sustainable, climate-resilient production of food and fibre (from agriculture, forestry, and fisheries), watershed management, biodiversity conservation, bio-energy, terrestrial climate mitigation, and rural livelihood, was clear practical and realistic and within the timeframe and budget allocated.
212. The strategy adopted, which was to disseminate new knowledge and share lessons learnt, increase capacity, develop conducive policies, knowledge products and appropriate tools, make strategic partnership at local, regional and international levels, in public and private sectors and mobilize new resources was realistic and appropriate to achieve the stated outputs and outcomes within the timeframe,
213. The project design was appropriate and very effective due to the engagement and commitment of the Initiative Co-organizers which were already involved in some aspects of the project and in some instances had preliminary products to share. Most aspects were well orchestrated often because the partners were already well-defined and agreement over the anticipated arrangements was in place well ahead of project inception.
214. Stakeholders were well identified at the local, national and international levels; Initiative Co-organizers, the International Advisory Committee (IAC), appropriate Working Groups, and knowledge product partners. In planning and preparing with active NGOs at landscape level, the appropriate communities, farmers' associations/groups and CBOs were identified for project intervention. This was guided by the desire to build on previous or ongoing and related/similar projects/programmes, under UN or collaborating donor countries funding or even the local government funding.
215. The choice of implementing and executing partners, based on their respective competencies, contributed to the successful implementation of the project. The lead implementing agency (UNEP/GEF) the executing partners EcoAgriculture as well as implementation partners, Initiative Co-organizers, the International Advisory Committee (IAC), Working Groups, and knowledge product partners and institutional arrangements are briefly described in the project document. They were identified at the project preparation phase and many pledged their financial contribution at the same time in writing. Additional executing partners were also identified during the inception phase.
216. Identification of local partners as well as governments' department counterparts was through Co-organizers and their past and ongoing programmes. ICRAF played a great role in the identification of implementing partners in the Kenya Landscapes, aided by the Nordic countries, the Netherland's Government and USAID.
217. GEF environmental as well as social safeguards were considered during project elaboration/preparation phase. In Kenya, the project design and its implementation were aided by the new constitutional dispensation that was being implemented and this helped capture the

attention of the various stakeholders intensively. Government funding was also readily available. Although there was no delay recorded at the onset of the project, some landscapes joined long after the inception of the initiative.

218. The overall rating of the preparation and readiness is **Satisfactory**

ii. **Project Implementation Approach and Management**

219. After the project approval in February 2012, the project Initiation and implementation phase started immediately with the inception workshop, then the Nairobi Forum which led to the drafting of a work plan. A bi-annual planning workshop of co-organizers and strategic partners took place 30 April to 1 May 2014 in Washington to share ongoing developments on integrated landscapes, identify steps to strengthen the Initiative organization and partnership process and discuss potential approaches to monitoring the initiative and collaborative fundraising. Monthly co-organizers meetings were held and landscapes were being identified and characterized. Various landscape actions and advocacy meetings were held as well as Policy landscape dialogue and training sessions in Kenya. A face to face meeting took place at Bioversity International in Rome in October 2013. Project Implementation Reviews (PIR) were carried out annually at mid-year. The Nairobi Conference was held in July 2014 with the elaboration of an African Plan of Action.

220. As the Implementing Agency, UNEP was responsible for coordinating activities, monitoring the implementation of UNEP's standard M&E procedures, and transmitting financial and progress reports to the GEF. EcoAgriculture Partners, the executing agency, was responsible for coordinating and managing project implementation together with the Initiative Co-organizers and with the guidance of the International Advisory Committee (IAC). EcoAgriculture Partners was also responsible for mobilizing additional co-financing, and overseeing project M&E. The Project partners were Bioversity International, Conservation International, FAO, IFAD, Dutch Government, UNEP/DEPI, ICRAF and WRI.

221. Other partners involved in project implementation were the Working Groups, Knowledge Product Partners and Action Advocacy Partners (See Annex for the list of all the Project Management Team). At landscape and national levels the institutional arrangements for Action and Advocacy as well as Policy landscape dialogue functioned effectively and efficiently. Activities were well-managed by community based organizations such as KENVO, or TREE is LIFE Trust or community networks like LAICONAR and the evaluator concluded that project management was effective and efficient, with no major problems reported by project partners.

222. The project required a range of knowledge and expertise that is not usually available within a single organization or a single sector of activity. Among the major factors that contributed to the success of the global initiative was the fact that the overall project team was multi-sectoral and represented a coalition of key actors that were well-positioned to advance ILM within their own organization and to outreach to their specific networks and allies to advocate more broadly for the ILM approach. That is why partners at all levels (regional and global) were co-opted based on their respective expertise and comparative advantages.

223. To strengthen the above, strategic partnership arrangements with well-defined roles and responsibilities were formed: the executing agency and the co-organizers serving as Steering Committee to the Advisory Committee, the working groups, the knowledge product partners and action and advocacy partners. The clear and well defined roles of all involved in the project design and implementation encouraged key stakeholders to participate in the project. That is the case for the involvement of many government (public sector) as well as private institutions alongside local communities in the execution of project components and activities.
224. Some of the Co-organizers were already engaged in related activities as stated earlier. Similarly, some of the landscapes were participating in related projects under GEF or the Dutch Government or Norway funding. Linking the interventions with related ongoing initiatives and involving the same local farming communities, which are the ultimate beneficiaries, in the development and execution of these interventions was another factor that ensured success of the project implementation.
225. Project activities were organized under three components and the appropriate designated partner(s) was assigned to lead each component and for delivery of specific outputs. Most activities at the initial stage were conducted under the leaderships of Working Groups. In general, the working relationship among partners was excellent.
226. It is credit to the project management team for their strength and organization that the project was able to achieve as much as it did within the timeframe and to work within the budget allocated despite the challenges inherent in the project design (many participating countries on different continents, many/diverse landscapes, many partner organizations in the public and private sectors).
227. Project implementation and management rating was **Highly satisfactory**

iii. Stakeholders Participation and Public Awareness

228. As mentioned earlier, the professionalism and organizational level of the project team led to high participation of stakeholders at all levels from local communities/CBOs to national, regional and international organizations. Initiators of the project are commended for this achievement and enthusiasm and eagerness witnessed in most participants in the countries. This ensured that the project's aims and objectives were consistent with stakeholders' needs and facilitated ownership and buy-in.
229. The Nairobi Forum held in March 2012 brought together 150 participants representing 65 organizations from 25 countries. Hosted at the World Agroforestry Centre, the Forum kicked off the Multi-Stakeholder Dialogue component of the Initiative and provided an invaluable opportunity for leading landscape actors and communities of practice to share ideas and collaboratively plan an innovative agenda for the scaling up of integrated agricultural landscape management in diverse landscapes and countries around the world.
230. The project design recognized the benefit of adopting a participatory multi-stakeholder approach involving local communities in project activities at landscape level. These communities are heavily dependent on ecosystem services for food security and livelihoods and are themselves very vulnerable to climate change impacts, particularly on agricultural resources. Engagement of

local communities helped to ensure that their needs were taken into consideration in the dialogue and development interventions and ensured ownership and buy-in.

231. Significant effort went into raising public awareness. A range of high profile as well as grassroots level communication material was prepared and public awareness events convened during project events/meetings especially at the Forum and also at the Conference in Nairobi in July 2014. These were produced by executing agencies as well as collaborators. A comprehensive project website and a blog were created, maintained and can be consulted, thus becoming a powerful communication means where progress, results, tools and products are published and can be accessed at <http://peoplefoodandnature.org/blog/>

232. The combination of partners as mentioned earlier was based on expertise and comparative advantage, and proved to be effective and efficient, with each partner making important contributions towards different project components and outputs. Based on interviews during visits and examination of the progress reports and project accomplishments, it is clear that there was reasonably good collaboration among the partners and engagement with stakeholders throughout the duration of the project.

233. The LPFN in Africa Conference at the end of the project saw participating partners as well as numerous potential new partners, presenting in workshops results as well as experiences to a diverse range of stakeholders (at national, regional and international levels). Feedback from these workshops was very positive. A field day was organized in some landscapes in Kenya to showcase some of the challenges, results and lessons learned. An African Landscapes Action Plan was generated at the conference. Donors' organizations as well as donor Governments' participation was overwhelming, a proof of confidence in ILM.

234. The overall rating on stakeholder engagement during the project is **Satisfactory**.

iv. Country ownership and driven-ness

235. For the evaluation, Kenya was chosen for field visits in some of the landscapes, although the project was global and implemented in 17 countries across Africa, Asia and Latin America, while other continents and countries are preparing to join in.

236. In the project document, the project objective put emphasis on project application areas which is first landscape and national levels. In Kenya, project implementation coincided with the new Administrative Dispensation (the County administration) according to the new constitution, and aligned further the project's consistency with national needs and development priorities and plans.

237. Landscape management is very current in Kenya, not only for agriculture, but nature itself is a commodity that the people depend on for their livelihoods, be it for tourism, wildlife conservation, civil society function, etc. This forms a platform that works together. National Government and more importantly County Government support for it creates a healthy dynamic. This also explains the great involvement of the administration at various levels and its interventions / actions throughout the project also made it become closer to the communities and more effective, thus promoting country ownership and driven-ness.

238. Similarly, high level of country ownership and driven-ness became evident in Sri Lanka with the government confirming through the Ministry of Agriculture the adoption of the integrated landscape approach as its strategy for increased food production at a workshop on Focal Landscapes Learning Dialogue for Agricultural Landscapes held on 28th to 31st May, 2014 in Gannoruwa, Paradeniya. The workshop was to promote and support the broader adoption and more effective use of integrated landscape approaches and build a national stakeholder platform for scaling up Integrated Landscape Management (ILM) in Sri Lanka.
239. The meeting was attended by high level representation of the Ministry of Agriculture and related departments, the University of Peradeniya, the Plant Genetic Resource Centre (PGRC), the Green Movement of Sri Lanka, the Biodiversity Secretariat of the Ministry of Environment with participation of grassroots level farmers and relevant government officers and NGOs. The program was co-organized by UNEP-GEF-FAO supported Biodiversity for Adaptation to Climate Change (BACC) and Biodiversity for Food and Nutrition (BFN) project (implemented by the Ministry of Environment and Renewable Energy, and the Department of Agriculture) and the Green Movement of Sri Lanka (GMSL), with technical and financial support from Eco-Agriculture Partners.
240. A high level of country ownership and driven-ness was demonstrated at various levels, from as high as decision making level when the Governor of Laikipia (Kenya) became an agent of change fully engaged in the policy dialogue, supporting and advocating for policy change at national and County levels, to the communities' where there is hope that a more conducive policy environment will mean better livelihoods.
241. Cognizant that success depended on the involvement and commitment of grassroots communities, the project engaged local communities in planning and execution at landscape level, which promoted a sense of ownership among them. This was reinforced by the active collaboration and involvement of most technical departments of the county or sub-county government using existing national data, making capacity building/training more effective.
242. The rating on country ownership and driven-ness is **Satisfactory**

v. Financial planning and management

243. Financial planning and management were consistent with UNEP/GEF procedures. Allocation and schedule of disbursement were well defined from inception workshop to terminal evaluation. Funds were allocated to various partners for the execution of specific intervention/activities. An adequate and detailed financial reporting (according to UNEP/GEF) was presented. There was no re-allocation of funds requested and implemented by partners.
244. In addition several Initiative Co-organizers have co-financed the implementation of many of the project activities to the tune of USD 2,621,868 in cash and kind. There was adequate flow of funds. Funding did not seem to have affected operation and overall project performance. All budgeting and co-financing targets were met.

245. Financial records were maintained by a Fund Management Officer (FMO) who also provided oversight on co-financed funds administration. There were no irregularities and problems.
246. Currently there are significant new resources that have been mobilized by LPFN partners to continue expansion and development of ILM programs. The USAID Africa Bureau, NORAD, the Dutch Ministry of Foreign Affairs and other donors have made commitments to supporting ILM. The Sustainable Land and Water program of IDH, the Mt.Elgon project of the Lake Victoria Basin Commission and others have five years of resources to advance this work.
247. Financial planning and management is rated as **Satisfactory**.

vi. UNEP supervision and backstopping

248. The governance and supervision arrangements, among the various partners involved in project implementation, were straightforward. According to the project document the roles and responsibilities for project coordination and management were to be shared by UNEP, as the GEF implementing agency, and EcoAgriculture Partners, as the executing agency.
249. UNEP was expected to be responsible for coordinating activities, monitoring the implementation, guided by UNEP's standard M&E procedures, and transmitting financial and progress reports to the GEF. EcoAgriculture Partners was supposed to be responsible for coordinating and managing project implementation on a day-to-day basis, together with the Initiative Co-organizers and with the guidance of the International Advisory Committee (IAC).
250. UNEP/GEF office monitored the project in accordance with the agreed budget and disbursed funds to facilitate implementation. As part of its supervision and backstopping role, UNEP closely monitored project progress and was instrumental in communicating the GEF requirements for project reports and evaluations to project partners. It participated in the annual review meetings and in turn provided report to GEF.
251. It was recognized that all requests, (mostly financial and related to disbursements of funds for activities) handled by UNEP were done in an expeditious and professional manner. No major issues in project implementation and execution were encountered
252. The rating on UNEP supervision and backstopping is **Satisfactory**

vii. Monitoring and Evaluation

Monitoring and evaluation design

253. The project document gives the log frame as the main guide for planning the monitoring and evaluation exercise. The log frame showed some weakness and was corrected (an outcome specified in the Prodoc was, in fact, an output and was realigned and consequently the first two components in the project log frame had one expected outcome each with three outputs. Periodic monitoring of progress was limited to the annual review meetings and annual progress review reports.

254. There was no project revision. The project document makes provision for an independent evaluation to be conducted three months before the end of the project. The project has been evaluated on the basis of execution performance, outputs delivery, and likelihood of future project impact. The project's success in making progress towards its outcomes was to be monitored continuously throughout the project through the bi-annual progress reports, and annual summary progress reports.
255. There were indicators in the log frame for each of the project objectives. These indicators were SMART (specific, measurable, attainable, relevant/realistic/replicable and time-bound) with enough level for achievement specified. Adequate support was given to the M&E interventions because an adequate budget was planned and made available for it. Responsibility for M&E in the project design was that of UNEP.
256. The rating on M & E design and arrangements is **Satisfactory**.

M&E Plan Implementation

257. Amendments were made to the log frame as stated earlier. There was no evidence that the log frame was used to monitor progress (i.e. no reference was made to the log frame and its indicators in the annual progress review reports). One annual progress review report (2013) was prepared and submitted. The review focused on the work packages and the review meeting was held during the course of the project.
258. Following the end of the project a terminal project report was prepared and this was made available to the evaluator on 21 August 2014. In some instances the final report does not provide full information on some activities which are still ongoing.
259. EcoAgriculture also systematically monitored activities of the project, through development and review of Work Plans for the six working Groups, the Global Review and the Secretariat. These were reviewed every six months by the Co-Organizers.
260. The rating on M & E implementation is **Moderately satisfactory**

G. Complementarities with UNEP Strategies and Programmes

i. Linkages with UNEP Expected Accomplishments

261. UNEP has the mandate of advancing global environmental protection. The intended project results are consistent with UNEP's programmatic objectives (POW 2010-2011 and 2012-2013 and its Medium-term Strategy 2010–2013) and expected accomplishments under i) its Climate Change Sub programme whose objective is to strengthen the ability of countries, in particular developing countries, to integrate climate change responses into national development processes and ii) its Ecosystem Management Sub programme which focuses on facilitating cross-sectoral -- integrated approaches to ecosystem management (the "Ecosystem Approach")-- one of which is that countries and regions acquire the capacity to utilize ecosystem management tools.

262. The project also links to expected accomplishments under Environmental Governance Sub programme on ensuring that environmental governance at country, regional and global levels are strengthened to address agreed environmental priorities. The project is also consistent with UNEP's New Agriculture Strategy and in close collaboration with IFAD, FAO and WFP under climate-smart agriculture with a landscape frame. The project will also feed policy recommendations into the UNEP-led initiative on Sustainable Agri-Food Systems under the Marrakech Process and will contribute to follow-up on the Millennium Ecosystem Assessment (MEA) and International Assessment of Agricultural Knowledge, Science and Technology for Development (IAASTD).

263. Finally, it will inform the various reporting activities of UNEP such as Global Environment Outlook (GEO) and the African Environmental Outlook (AEO).

ii. Alignment with the Bali Strategic Plan

264. The project's focus on capacity building is consistent with the Bali Strategic Plan for Technology Support and Capacity-building which aims at a more coherent, coordinated and effective delivery of environmental capacity-building and technical support at all levels and by all actors, in response to country priorities and needs. The project's objective is highly relevant to a number of the objectives of the Plan, which is targeted towards developing countries and countries in transition.

iii. Gender

265. Serious efforts were made to involve women, as well as men, in capacity-building activities, Working Group participation, and authorship of knowledge products. Key knowledge products, such as the review of landscape governance and the review of the role of landscape management for agrobiodiversity conservation, highlighted gender differences in landscape perception and priorities, and mechanisms for fuller inclusion of women, youth and marginalized groups. The evaluator noted that several of the Landscape Dialogues generated specific actions to engage women and youth judging by their presence in the meeting during the sites visits. Special attention was paid to ensuring strong women leaders' participation in Landscape Dialogues, and in national and international meetings.

iv. South to South Cooperation

266. The potential for a South to South cooperation was observed mainly during the conference on LPFN in Africa in July 2014, when several of the presentations given were experiences or lessons learned from several partners from participating African Institutions or countries or by some participants (even potential participants) from the South, inviting cooperation. This South to South Cooperation was not specifically brought in the project document. However the project offered several opportunities for countries of the Southern hemisphere participating in the Initiative to exchange technologies/resources and learn from others.

V. CONCLUSIONS

267. The major objective of the terminal evaluation is to assess project performance (in terms of relevance, effectiveness and efficiency); determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability; and promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP and the executing partners
268. This medium size foundation project was fairly complex in that it was implemented in 17 countries across 3 continents. Its main purpose was to promote and support the broader adoption and more effective use of Integrated Land Management (ILM) to manage agricultural landscapes that addresses the full set of needs from the rural land base, including sustainable, climate resilient production of food and fiber, watershed management, biodiversity conservation, bio-energy, terrestrial climate mitigation and rural livelihood.
269. The project involved a diverse network of multi-stakeholders and implementing partners at national and international levels in a range of activities that included capacity strengthening, knowledge developing, lessons learning, policy dialogue and advocacy, development of tools and knowledge products all geared towards the overall goal of widely adopting ILM for a more resilient food production. This could ultimately, although somewhat indirectly, result in the desired impact of more resilient ecosystems and communities.
270. Considering the realities under which the project was implemented in terms of the complexity, short time frame (2 and a half years) and available budget, the project has realized a number of important achievements that contribute to attainment of its intended purpose, as stated above. Through capacity strengthening efforts and policy dialogue, action and advocacy, the project has laid a strong foundation for building resilience. It has strengthened institutional, technical and individual capacity at landscape and national levels by directly involving key stakeholders in execution of activities and providing training, making available new knowledge and analytical tools as well as policy-relevant lessons and best practices in ILM.
271. Moreover, the project has promoted policy dialogue at high political levels and fostered collaboration and increased trust at the community and county government level (e.g. in Kenya) and facilitated sharing of information/experience/resources among stakeholders, which are critical requirements at diverse landscape levels. These are all key drivers towards the intermediate states and the intended ultimate impacts at landscape level in different locations around the world. However, there are many ‘intermediate states’ from the progress made by this project to widespread adoption of L-SLM on the ground. Based on the ROTI analysis, the overall likelihood that the intended impact will be achieved is rated on a six-point scale as ‘likely’.
272. A longer time period is required to obtain conclusive results about the success of some of the interventions particularly concerning the policy dialogue and advocacy. Despite support at high decision making level, it will take some time for the agreed laws/bills to go through the national legislative mechanism for appropriate/conducive legislation to be enacted to benefit communities in the diverse landscapes. In addition more time is needed for any significant uptake of the lessons in policy and planning as well as for up-scaling and replication. In the post-project

period, use of the project results in achieving the intermediate state can be greatly enhanced by making the results and knowledge products more widely disseminated and easily available in the appropriate formats and languages to stakeholders at all levels.

273. Effective use of the project results for the intended purpose will also require increasing the capacity building efforts at the national level. Long term impacts will more likely accrue if ILM approach forms part of a wider framework for socio-economic development in general despite the perceived challenges. Some of the intermediate benefits could be instrumental in promoting further stakeholders buy-in and acceptance especially by farmers' communities who are both implementers as well as beneficiaries of the approach.
274. Prospects for sustainability are moderate to high with respect to the four factors (financial, socio-political, institutional and ecological) conditioned by sustainability of project outcomes. The availability of adequate financial resources could be seen as a major constrain, but the numerous ongoing and planned activities/initiatives in ILM supported by both government departments and bilateral donors provide excellent opportunities for sustaining project outcomes through uptake in some of them. Additionally, the socio-political situation and institutional frameworks are currently very conducive to sustaining project outcomes. Unsustainable human pressures can undermine ecological sustainability, which underscores the fact that these pressures also need to be considered in building ecological resilience.
275. Overall, project implementation was cost-effective, owing to a number of factors, including establishing strategic partnerships, building on ongoing related projects and programmes, involving local communities in executing activities and utilization of existing information and datasets. Efficiency was increased by political support at the county level.
276. In addition to the stated project outputs and outcomes, the partnerships forged and high stakeholder participation were considered by the respondents and evaluator alike to be some of the greatest achievements. Engagement of national stakeholders at all levels and alignment of the project goals with county and national priorities and needs was instrumental in promoting a high level of country ownership and driven-ness.
277. The ratings for the individual criteria are given in Table 6. Overall, the project satisfactorily achieved its outputs and outcomes. The overall rating for this project is **Satisfactory**.

Table 6: Summary assessment and ratings by evaluation criterion

Criterion	Summary Assessment	Evaluator Rating	UNEP Evaluation Office Rating	UNEP Evaluation Office Comments
A. Strategic relevance	The project's objective is highly consistent with the challenges facing professionals of all sectors (Public and Private in agriculture rural development, forestry, water, environment, health, research and development) and poor communities in addressing food security issues in rural areas in developing countries landscapes. The project is in line with the GEF land degradation focal area strategy which emphasizes the integrated management of natural resources to maintain and improve the productive capacity of rural lands, support resource-based livelihoods and provide multiple global environmental benefits. It is also relevant to UNEP's programmatic objectives and expected accomplishments under the Climate Change and Ecosystem Management cross-cutting priorities of its Medium-term Strategy 2010–2013 and the Bali Strategic Plan for Technology Support and Capacity-building.	Highly Satisfactory	Highly Satisfactory	UNEP EO Concur
B. Achievement of outputs	All outputs of the two substantive components were satisfactorily delivered and Capacity building/training was undertaken, LPFN tools developed, and knowledge products were produced more than originally anticipated and committed, although many were finalized after project implementation period. These continue to be disseminated and used.	Highly Satisfactory	Satisfactory	The evidence presented in support of Component 1 outputs was rather limited.
C.	The project's intended outcomes	Satisfactory	Moderately	The large number of

Effectiveness: Attainment of project objectives and results	were achieved, and represent key drivers towards the intermediate state.		Satisfactory	‘intermediate states’ and broad array of actors involved in between the ‘immediate outcomes’ and the ultimate objectives was insufficiently emphasized.
Achievement of direct outcomes	The expected direct outcomes were realistically achievable within the project’s timeframe. With WFP assistance the National Government of Ecuador has adopted a territorial approach to sustainable economic development for the well-being (<i>bienestar</i> or <i>buen vivir</i>) of all Ecuadorians. This landscape approach is increasingly being adopted in Latin America, including Central America (ECADERT), Brazil, and several Andean countries. Through capacity building in policy and other best practices, several countries in Africa such as Kenya, South Africa, and Tanzania are also adopting the multi-stakeholder landscape approach for sustainable and increased food production & economic development.	Satisfactory	Moderately Satisfactory	Evidence that “L-SLM is adopted widely in rural landscapes” as a result of the project intervention was lacking. There was however, evidence that a “L-SLM Global Knowledge Base and Global Resource Portfolio are widely used by landscape initiative leaders, national program leaders and international agency staff”
Likelihood of Impact	Project’s intended outcomes were delivered and were designed to feed into processes such as the African Landscapes Action plan, (in the case of Africa) elaborated during the July 2014 workshop. Measures designed to move towards intermediate states needed for eventual impact are evident in the momentum that the project has created towards landscape initiative leaders using sound knowledge base and more resource toward scaling-up ILM.	Likely	Moderately Likely	Ultimately the project produced new knowledge and raised awareness. Whilst some ‘forward linkage’ in the ToC was identified the influence from the project is still a long way from realizing Global Environmental Benefits from integrated and sustainable management at landscape scales.
Achievement of project goals and planned	Project goals and objectives were achieved and are gradually changing business profile. Overall the project results concerning improved			

objectives	information and knowledge, design and sharing of analytical tools, dissemination and application of best practices, training and strengthened leadership and institutional capacity and the active policy dialogue for decision making have started to catalyze changes towards the intermediate states which should ultimately lead to the desired long term impact. More than twice as many landscapes have been strengthened than originally planned, as a result of LPFN activities.			
D. Sustainability and replication		Moderately Likely	Moderately Likely	UNEP EO Concur
Financial factors	There are good prospects for continued financial support by county/national governments, bilateral and multilateral donors and others for ILM initiatives.	Likely	Likely	UNEP EO Concur
Socio-political factors	The project garnered considerable social and political support at all levels, from local communities, County Governors and national authorities in most participating countries. The socio-political environment is very conducive to sustaining the project outcomes.	Highly Likely	Moderately Likely	Whilst the likelihood of socio-political factors supporting outcomes is highly likely in Kenya it is more variable in project landscapes in other countries.
Institutional factors	The project forged strong partnerships with a number of institutions (Government Ministries, district agricultural offices, academic institutions and research centres, NGOs and CBOs) by engaging them in various project activities and/or strengthening their capacity for ILM. Relevant institutional frameworks exist at all levels (regional to local) and are increasingly incorporating climate change adaptation into their work programmes. There is need for	Moderately likely	Moderately Likely	UNEP EO Concur

	improved coordination among institutions.			
Environmental factors	Up-scaling and replicating some of the adaptation actions will promote ecological sustainability. But human and natural pressures could potentially undermine ecological sustainability.	Likely	Likely	UNEP EO Concur
Replication	The project has produced a number of lessons and best practices as well as methodologies and tools that will facilitate replication. Examples of replication are already evident; greater support and financial resources will boost scaling up.	Satisfactory	Satisfactory	UNEP EO Concur
E. Efficiency	A number of cost efficient measures were adopted during implementation including strategic partnerships.	Satisfactory	Satisfactory	UNEP EO Concur
F. Factor affecting performance				
Preparation and readiness	Preparation and readiness were facilitated(?) by the identification of the right stakeholders, and the choice of implementing and executing partners as well as the level of engagement with governments.	Satisfactory	Satisfactory	UNEP EO Concur
Project implementation and management	Implementation went fairly smoothly, due to high level of expertise and professionalism of the Project team.	Highly Satisfactory		UNEP EO Concur
Stakeholder participation and public awareness	A wide range of stakeholders, from local communities to governments and others were involved in project execution or were targeted for capacity building. Considerable effort went into public awareness-raising. This was the case in Africa (Kenya, Tanzania South Africa), in Latin America (Ecuador, Brazil, Costa Rica) and Asia (Sri Lanka, Indonesia and Bangladesh)	Satisfactory	Satisfactory	UNEP EO Concur
Country ownership/driv	The project responded to the needs of the communities, the counties	Satisfactory	Satisfactory	UNEP EO Concur

en-ness	and the countries for increased capacity and there was a high level of country ownership and driven-ness. This was also promoted by consistency with national development priorities and plans. That was strongly observed several participating countries and particularly in Brazil, Kenya, Ecuador and Sri Lanka where national dispensations (policies, Programmes) are elaborated in favor of ILIs.			
Financial planning and management	Financial planning and management was in accordance with UNEP's requirements. There were no irregularities and problems.	Satisfactory	Satisfactory	UNEP EO Concur
UNEP supervision and backstopping	UNEP provided effective supervision and backstopping and no major issues in project implementation and execution were encountered.	Satisfactory	Satisfactory	UNEP EO Concur
Monitoring and Evaluation	The overall rating on M&E	Satisfactory	Satisfactory	UNEP EO Concur
M&E Design	M & E design made provision for an independent evaluation at the terminal evaluation.	Satisfactory	Satisfactory	
Budgeting and Funding for M&E	Appropriate budget was allocated for M and E, for Mid-year PIR and the Terminal Evaluation.	Satisfactory	Satisfactory	
M&E Plan Implementation	Amendments were made to the log frame during project implementation, but the rationale for these changes was not documented. Annual review reports were prepared but there was no evidence that the log frame was used for M & E and progress on outputs was not monitored.	Satisfactory	Satisfactory	UNEP EO Concur
OVERALL RATING		SATISFACTORY		

VI. LESSONS LEARNED

278. The following lessons were derived from the implementation of this project:

279. Strategic partnerships and stakeholder engagement: Engagement with a wide cross-section of stakeholders at all levels, from landscape local/county to national and regional stakeholders and decision-makers to local communities, is very important in projects in which the achievement of the intended intermediate and long term impact is highly dependent on their actions. Implementation and execution of the project by partner institutions that have the necessary competencies and experience ‘on the ground’ and constituencies within the countries are a very cost effective strategy both for successful project implementation and sustainability of outcomes. Having partnership arrangements, with different partners from the international and regional to national and local levels, each responsible for activities at the appropriate scale, can also be an effective mechanism for project implementation.
280. Policy dialogue and advocacy: It is important to note that it is critical to question and undertake in-depth analysis of the existing laws to improve the policy environment for wide adoption of ILM. Nevertheless, project interventions can only initiate/catalyze the necessary actions/processes to improve on the legislation. The project’s duration was too short to expect to see the full enactment of the law let alone the impact stemming from a change in law.
281. Without advocating for ‘pilot sites’, it is possible to make a running landscape a ‘show house’ that can be visited by other nascent landscapes stakeholders for capacity building/training, exchange of experiences/lessons and/or for exposure. New skills can also be imparted there. This can also help to ensure sustainability and replication.
282. Involvement of key beneficiaries: One of the project’s strengths was involving the local communities, who are among the most vulnerable to climate change impacts and key project beneficiaries, in the design and execution of the pilot adaptation actions. Ultimately, it is these communities who will be the main implementers of adaptation efforts on the ground. By involving them at an early stage, the project promoted acceptance of adaptation actions and increased the likelihood that outcomes will be sustained.
283. Within countries there are often a variety of ILM-supportive efforts at local and national levels, but they tend to be disjointed and therefore have difficulty learning from each other. There is a strong appetite among the practitioners and policymakers behind these efforts to engage with the other initiatives. The national level is the most strategic for promoting both learning among landscapes and improving enabling environment, as these should build on existing national programs and institutions. Organizing and supporting national networks should be the goal over the next decade and international advocacy efforts should be designed to support that goal.
284. Availability of financing to support core collaborative activities plays a critical role in catalyzing collaborative activities among diverse organizations, and provides a platform for working out cross-sectoral analyses and solutions. Such resources can provide strong leverage for co-financing and for influencing program spending of partners.
285. It is essential for the LPFN to mobilize some significant financial resources that are not tied to specific project deliverables, but can be mobilized quickly to take advantage of strategic opportunities for engagement and impact.

286. Many landscape initiatives are in formation stages. In fact, it is useful to consider a continuum: from single actor action --> multi-actors uncoordinated action --> an integrated multi-stakeholder platform working towards a shared vision. ILIs tend to fall somewhere on this continuum before the final stage, or if they have reached the final stage, they are constantly working to maintain it. It is a difficult process and it is useful for ILIs to see how others are progressing along the same continuum despite differing experiences.
287. There is need to bring the numerous existing institutions closer (along with their numerous stakeholders) and provide coordination with clear role and responsibilities. Equally, there will be need to continue to strengthen the institutional framework with human and financial capacity and appropriate technical expertise at the county as well as national levels while facilitating international collaboration.
288. Poor understanding and engagement with finance issues and financial institutions across the key agriculture, environment and rural development sectors, is one of the most significant weaknesses of most integrated landscape initiatives, and of programs networking ILIs. A number of studies have been conducted and implementation initiated, but targeted communications and strategies, and accelerated capacity-building efforts in this area need to be developed for specific stakeholder groups and types of financial institutions.
289. For complex projects which involve a large number of countries across several continents, the evaluation budget should be sufficient to support evaluation visits to at least one or two countries on each continent. This will allow the various aspects of the project to be more rigorously assessed and to highlight contrasts.

VII. RECOMMENDATIONS

290. Recommendations to improve, effect and impact of the project and similar projects in the future:
291. The favourable political/new dispensation in many of the participating countries should be exploited by all parties to scale up and accelerate ILIs where the environment is conducive. GEF project designs should encourage governments should provide support for up-scaling and replication of project results in other locations, and identify appropriate sources of additional funding for these activities.
292. The project has created a considerable amount of interest and momentum within the countries. It has produced valuable scientific knowledge and generated useful lessons and best practices. Nevertheless, follow-on activities are required for replicating and up-scaling as well as for integration into policy and institutional frameworks. It is recommended that UNEP/GEF in collaboration with Ecoagriculture and the Initiative Co-organizers and other multilateral and bilateral donors submit a large size follow-on project proposal as soon as possible to up-scale the ILM gains.
293. Any future GEF-funded project that builds on this initiative should make explicit financial provisions for the project management team of this project to transfer the substantial

volume of knowledge generated to other relevant ongoing and planned projects. The Secretariat as well as The Initiative –Co-organizers should widely disseminate the reports and knowledge products through their respective networks and other means. These should be given high visibility at appropriate forums. They should translate appropriate materials into local languages and make them easily available to local communities and development agencies. In addition, Initiative –Co-organizers should simplify the technical reports as far as possible to facilitate their use by managers and decision-makers and for uptake into policy processes.

294. The World Agroforestry Centre (ICRAF) and other partners facilitated dialogues among civil society practitioners, private sector representatives and officials from many levels of government in each of the sites in Kenya to collectively identify landscape issues, discuss current innovations and challenges, and deliberate on how national and sub-national government policies and actions could better support this innovative landscape work. . Some of the landscapes communities requested, that if possible, ICRAF should come closer to them by setting up a “mobile station” that can visit them regularly, as this could help them maintain the momentum.

ANNEXES

Annex1: Abridged version of the Evaluation TOR

TERMS OF REFERENCE⁴

Terminal Evaluation of the UNEP/GEF project “A Global Initiative on Landscapes for People, Food and Nature”

Project General Information⁵

Table 1. Project summary

GEF project ID:	4806	IMIS number:	GFL/2328–2770–4C38
Focal Area(s):	Ecosystem management (Land Degradation)	GEF OP #:	
GEF Strategic Priority/Objective:	To contribute to arresting and reversing global trends in land Degradation, specifically desertification and deforestation. LD1; LD3; LD4	GEF approval date:	16 February 2012
Project Executing Agency	EcoAgriculture Partners	Project partners	Bioversity, CI, FAO, IFAD, Dutch Government, UNEP, ICRAF, WRI
UNEP approval date:	8 March 2012	First Disbursement:	12 April 2012
Actual start date:	February 2012	Planned duration:	24 months

⁴ TOR version of Sep-13

Intended completion date:	February 2014	Actual or Expected completion date:	March 2014
Project Type:	MSP	GEF Allocation:	US\$1,000,000
PDF GEF cost:	US\$ 1,000,000.00	PDF co-financing*:	
Expected MSP/FSP Co-financing:	US\$2,621,868	Total Cost:	US\$3,621,868
Terminal Evaluation (actual date):		Geographical Scope	Global (including Kenya, Rwanda, Mali, Sri Lanka)
Mid-term review/eval. (actual date):	N/A	No. of revisions:	None
Date of last Steering Committee meeting:	April 2013	Date of last Revision:	N/A
Disbursement as of 30 June December 2013:	US\$ 754,729	Date of financial closure:	-
Date of Completion:	N/A	Actual expenditures reported as of 30 June 2013:	US\$ 651,285
Total co-financing realized as of 30 June 2013:	Cash Co-Financing: \$743.305	Actual expenditures entered in IMIS as of 30 June 2013:	US\$ 440,364
Leveraged financing:			

TERMS OF REFERENCE FOR THE EVALUATION

Objective and Scope of the Evaluation

1. In line with the UNEP Evaluation Policy⁶, the UNEP Evaluation Manual⁷ and the Guidelines for GEF Agencies in Conducting Terminal Evaluations⁸, the Terminal Evaluation of the Project “**A Global Initiative on Landscapes for People, Food and Nature**” is undertaken after completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, the GEF and their executing partner – EcoAgriculture Partners and the relevant agencies. Therefore, the evaluation will identify lessons of operational relevance for future project formulation and implementation. It will focus on the following sets of **key questions**, based on the project’s intended outcomes, which may be expanded by the consultant as deemed appropriate.
 - a) How successful was the project in promoting and supporting the broader adoption and more effective use of landscape-level sustainable land management as an integrated approach to managing agricultural landscapes that addresses the full set of needs from rural land base?
 - b) Did the project produce a Global Knowledge Base and Global Resource Portfolio that are widely used by landscape initiative leaders, national program leaders and international agency staff to build support, increase capacity, and facilitate cross-sectoral collaboration toward scaling-up L-SLM ?
 - c) To what extent did the project provide a solid foundation of knowledge, resources for capacity building, and well-conceived, feasible strategies for scaling-up L-SLM supported by partnerships and coalitions to implement these strategies?
 - d) Has the project been successful in creating sectoral dialogue and fostering collaboration among partners?

⁶ <http://www.unep.org/eou/StandardsPolicyandPractices/UNEPevaluationPolicy/tabid/3050/language/en-US/Default.aspx>

⁷ <http://www.unep.org/eou/StandardsPolicyandPractices/UNEPevaluationManual/tabid/2314/language/en-US/Default.aspx>

⁸ http://www.thegef.org/gef/sites/thegef.org/files/documents/TE_guidelines7-31.pdf

Overall Approach and Methods

2. The Terminal Evaluation of the Project “**A Global Initiative on Landscapes for People, Food and Nature**” will be conducted by an independent consultant under the overall responsibility and management of the UNEP Evaluation Office (Nairobi), in consultation with the UNEP GEF Coordination Office (Nairobi), and the UNEP Task Manager at UNEP/DGEF, Nairobi.
3. It will be an in-depth evaluation using a participatory approach whereby key stakeholders are kept informed and consulted throughout the evaluation process. Both quantitative and qualitative evaluation methods will be used to determine project achievements against the expected outputs, outcomes and impacts.
4. The findings of the evaluation will be based on the following:

A **desk review** of project documents and others including, but not limited to:

- Relevant background documentation, inter alia UNEP and GEF policies, strategies and programmes pertaining to Landscape-Level Sustainable Land Management (L-SLM);
- Project design documents; Annual Work Plans and Budgets or equivalent, revisions to the logical framework and project financing;
- Project reports such as progress and financial reports from the executing partners to the Project Management Unit (PMU) and from the PMU to UNEP; Steering Group meeting minutes; annual Project Implementation Reviews and relevant correspondence;
- Documentation related to project outputs;

Interviews with:

- Project management and execution support by EcoAgriculture Partners;
- UNEP Task Manager and Fund Management Officer (Nairobi);
- International Advisory Committee members;
- Working group members and other partners;
- Relevant staff of GEF Secretariat; and
- Representatives of other multilateral agencies, NGOS and other relevant organisations.

Country visits. The evaluation team will visit Kenya where the project has been initiated.

Key Evaluation principles

5. Evaluation findings and judgements should be based on **sound evidence and analysis**, clearly documented in the evaluation report. Information will be triangulated (i.e. verified from different sources) to the extent possible, and when verification was not possible, the single source will be mentioned. Analysis leading to evaluative judgements should always be clearly spelled out.
6. The evaluation will assess the project with respect to **a minimum set of evaluation criteria** grouped in four categories: (1) Attainment of objectives and planned results, which comprises the assessment of outputs achieved, relevance, effectiveness and efficiency and the review of outcomes towards impacts; (2) Sustainability and catalytic role, which focuses on financial, socio-political, institutional and ecological factors conditioning sustainability of project outcomes, and also assesses efforts and achievements in terms of replication and up-scaling of project lessons and good practices; (3) Processes affecting attainment of project results, which covers project preparation and readiness, implementation approach and management, stakeholder participation and public awareness, country ownership/driven-ness, project finance, UNEP supervision and backstopping, and project monitoring and evaluation systems; and (4) Complementarity with the UNEP strategies and programmes. The evaluation consultants can propose other evaluation criteria as deemed appropriate.
7. **Ratings.** All evaluation criteria will be rated on a six-point scale. However, complementarity of the project with the UNEP strategies and programmes is not rated. Annex 2 provides detailed guidance on how the different criteria should be rated and how ratings should be aggregated for the different evaluation criterion categories.
8. In attempting to attribute any outcomes and impacts to the project, the evaluators should consider the difference between *what has happened with and what would have happened without the project*. This implies that there should be consideration of the baseline conditions and trends in relation to the intended project outcomes and impacts. This also means that there should be plausible evidence to attribute such outcomes and impacts to the actions of the project. Sometimes, adequate information on baseline conditions and trends is lacking. In such cases this should be clearly highlighted by the evaluators,

along with any simplifying assumptions that were taken to enable the evaluator to make informed judgements about project performance.

9. As this is a terminal evaluation, particular attention should be given to learning from the experience. Therefore, the “*Why?*” question should be at front of the consultants’ minds all through the evaluation exercise. This means that the consultants needs to go beyond the assessment of “*what*” the project performance was, and make a serious effort to provide a deeper understanding of “*why*” the performance was as it was, i.e. of processes affecting attainment of project results (criteria under category 3). This should provide the basis for the lessons that can be drawn from the project. In fact, the usefulness of the evaluation will be determined to a large extent by the capacity of the consultants to explain “*why things happened*” as they happened and are likely to evolve in this or that direction, which goes well beyond the mere review of “*where things stand*” today.

Evaluation criteria

Strategic relevance

10. The evaluation will assess, in retrospect, whether the project’s objectives and implementation strategies were consistent with: i) Sub-regional environmental issues and needs; ii) the UNEP mandate and policies at the time of design and implementation; and iii) the GEF ecosystem management focal area, strategic priorities and operational programme(s).
11. It will also assess whether the project objectives were realistic, given the time and budget allocated to the project, the baseline situation and the institutional context in which the project was to operate.

Achievement of Outputs

12. The evaluation will assess, for each component, the project’s success in producing the programmed results as presented in Table 2 above, both in quantity and quality, as well as their usefulness and timeliness. Briefly explain the degree of success of the project in achieving its different outputs, cross-referencing as needed to more detailed explanations provided under Section F (which covers the processes affecting attainment of project objectives). The achievements under the regional and national demonstration projects will receive particular attention.

Effectiveness: Attainment of Objectives and Planned Results

13. The evaluation will assess the extent to which the project's objectives were effectively achieved or are expected to be achieved.

14. The evaluation will reconstruct the Theory of Change (ToC) of the project based on a review of project documentation and stakeholder interviews. The ToC of a project depicts the causal pathways from project outputs (goods and services delivered by the project) over outcomes (changes resulting from the use made by key stakeholders of project outputs) towards impact (changes in environmental benefits and living conditions). The ToC will also depict any intermediate changes required between project outcomes and impact, called intermediate states. The ToC further defines the external factors that influence change along the pathways, whether one result can lead to the next. These external factors are either drivers (when the project has a certain level of control) or assumptions (when the project has no control).

15. The assessment of effectiveness will be structured in three sub-sections:

Evaluation of the **achievement of direct outcomes as defined in the reconstructed ToC.**

These are the first-level outcomes expected to be achieved as an immediate result of project outputs.

Assessment of the **likelihood of impact** using a *Review of Outcomes to Impacts* (ROtI) approach as summarized in Annex 6 of the TORs. Appreciate to what extent the project has to date contributed, and is likely in the future to further contribute to changes in stakeholder behaviour as a result of the project's direct outcomes, and the likelihood of those changes in turn leading to changes in the natural resource base, benefits derived from the environment and human living conditions.

Evaluation of the **achievement of the formal project overall objective, overall purpose, goals and component outcomes** using the project's own results statements as presented in original logframe (see Table 2 above) and any later versions of the logframe. This sub-section will refer back where applicable to sub-sections (a) and (b) to avoid repetition in the report. To measure achievement, the evaluation will use as much as appropriate the indicators for achievement proposed in the Logical Framework Matrix (Logframe) of the project, adding other relevant indicators as appropriate. Briefly explain what factors affected the project's success in achieving

its objectives, cross-referencing as needed to more detailed explanations provided under Section F.

16. There are some effectiveness questions of specific interest which the evaluation should certainly consider:

- Training: How effective was the L-SLM leadership training to support inter-sectoral planning and collaboration? Is there evidence that L-SLM is now being incorporated in sectoral planning and collaboration? Did the project implementation bring about strengthening of L-SLM implementation in at least 12 landscapes in at least 5 countries? Did the project succeed in getting support for L-SLM mainstreaming through development, advocacy and uptake of supportive policy, investment, and research agendas? Has the project resulted in joint action planning and coalition-building for L-SLM experts, champions, and ‘bridge’ stakeholders?
- Outreach: How effectively were project lessons and guidelines for L-SLM project implementation disseminated across project countries and beyond? Has project implementation led to development and dissemination of a Global Knowledge Base on L-SLM?

Sustainability and replication

17. Sustainability is understood as the probability of continued long-term project-derived results and impacts after the external project funding and assistance ends. The evaluation will identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of benefits. Some of these factors might be direct results of the project while others will include contextual circumstances or developments that are not under control of the project but that may condition sustainability of benefits. The evaluation should ascertain to what extent follow-up work has been initiated and how project results will be sustained and enhanced over time. The reconstructed ToC will assist in the evaluation of sustainability.

18. Four aspects of sustainability will be addressed:

Socio-political sustainability. Are there any social or political factors that may influence positively or negatively the sustenance of project results and progress towards impacts? Is the level of ownership by the main national and regional stakeholders sufficient to allow for the project results to be sustained? Are there sufficient government and stakeholder awareness, interests, commitment and incentives to

execute, enforce and pursue the programmes, plans, agreements, monitoring systems, etc. prepared and agreed upon under the project?

Financial resources. To what extent are the continuation of project results and the eventual impact of the project dependent on continued financial support? What is the likelihood that adequate financial resources⁹ will be or will become available to implement the programmes, plans, agreements, monitoring systems, etc. prepared and agreed upon under the project? Are there any financial risks that may jeopardize sustenance of project results and onward progress towards impact?

Institutional framework. To what extent is the sustenance of the results and onward progress towards impact dependent on issues relating to institutional frameworks and governance? How robust are the institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks, etc. required to sustaining project results and to lead those to impact on human behaviour and environmental resources?

Environmental sustainability. Are there any environmental factors, positive or negative, that can influence the future flow of project benefits? Are there any project outputs or higher level results that are likely to affect the environment, which, in turn, might affect sustainability of project benefits? Are there any foreseeable negative environmental impacts that may occur as the project results are being up-scaled?

19. Catalytic role and replication. The *catalytic role* of GEF-funded interventions is embodied in their approach of supporting the creation of an enabling environment and of investing in pilot activities which are innovative and showing how new approaches can work. UNEP and the GEF also aim to support activities that upscale new approaches to a national, regional or global level, with a view to achieve sustainable global environmental benefits. The evaluation will assess the catalytic role played by this project, namely to what extent the project has:

catalyzed behavioural changes in terms of use and application by the relevant stakeholders of: i) technologies and approaches show-cased by the demonstration projects; ii) strategic programmes and plans developed; and iii) assessment, monitoring and management systems established at national and local level; provided *incentives* (social, economic, market based, competencies, etc.) to contribute to catalyzing changes in stakeholder behaviour, such as the rural communities;

⁹ Those resources can be from multiple sources, such as the public and private sectors, income generating activities, other development projects etc.

contributed to *institutional changes*. An important aspect of the catalytic role of the project is its contribution to institutional uptake or mainstreaming of project-piloted approaches in the regional and national demonstration projects; contributed to *policy changes* (on paper and in implementation of policy); contributed to sustained follow-on financing (*catalytic financing*) from Governments, the GEF or other donors; created opportunities for particular individuals or institutions (“*champions*”) to catalyze change (without which the project would not have achieved all of its results).

20. *Replication*, in the context of GEF projects, is defined as lessons and experiences coming out of the project that are replicated (experiences are repeated and lessons applied in different geographic areas) or scaled up (experiences are repeated and lessons applied in the same geographic area but on a much larger scale and funded by other sources). The evaluation will assess the approach adopted by the project to promote replication effects and appreciate to what extent actual replication has already occurred or is likely to occur in the near future. What are the factors that may influence replication and scaling up of project experiences and lessons?

Efficiency

21. The evaluation will assess the cost-effectiveness and timeliness of project execution. It will describe any cost- or time-saving measures put in place in attempting to bring the project as far as possible in achieving its results within its programmed budget and (extended) time. It will also analyse how delays, if any, have affected project execution, costs and effectiveness. Wherever possible, costs and time over results ratios of the project will be compared with that of other similar interventions. The evaluation will give special attention to efforts by the project teams to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects, etc. to increase project efficiency all within the context of project execution.

Factors and processes affecting project performance

22. **Preparation and readiness.** This criterion focusses on the quality of project design and preparation. Were project stakeholders¹⁰ adequately identified? Were the project’s objectives and components clear, practicable and feasible within its timeframe? Were the capacities of executing agencies properly considered when the project was designed? Was the project document clear and realistic to enable effective and efficient

¹⁰ Stakeholders are the individuals, groups, institutions, or other bodies that have an interest or stake in the outcome of the project. The term also applies to those potentially adversely affected by the project.

implementation? Were the partnership arrangements properly identified and the roles and responsibilities negotiated prior to project implementation? Were counterpart resources (funding, staff, and facilities) and enabling legislation assured? Were adequate project management arrangements in place? Were lessons from other relevant projects properly incorporated in the project design? What factors influenced the quality-at-entry of the project design, choice of partners, allocation of financial resources, etc.? Were GEF environmental and social safeguards considered when the project was designed¹¹?

23. Project implementation and management. This includes an analysis of implementation approaches used by the project, its management framework, the project's adaptation to changing conditions (adaptive management), the performance of the implementation arrangements and partnerships, relevance of changes in project design, and overall performance of project management (UNEP/DEPI). The evaluation will:

Ascertain to what extent the project implementation mechanisms outlined in the project document have been followed and were effective in delivering project outputs and outcomes. Were pertinent adaptations made to the approaches originally proposed?

Evaluate the effectiveness and efficiency of project management by UNEP/DEPI and how well the management was able to adapt to changes during the life of the project.

Assess the role and performance of the units and committees established and the project execution arrangements at all levels.

Assess the extent to which project management as well as project partners and international organisations responded to direction and guidance provided by the Steering Committee and UNEP supervision recommendations.

Identify operational and political / institutional problems and constraints that influenced the effective implementation of the project, and how the project partners tried to overcome these problems. How did the relationship between the project management team (Bioversity, CI, FAO, IFAD, Dutch Government, UNEP/DEPI, ICRAF, WRI) and the local executing agencies (above all, EcoAgriculture Partners) develop?

Assess the extent to which the project implementation met GEF environmental and social safeguards requirements.

24. Stakeholder participation and public awareness. The term stakeholder should be considered in the broadest sense, encompassing project partners, government institutions, private interest groups, local communities, etc. The TOC analysis should assist the evaluators in identifying the key stakeholders and their respective roles, capabilities and motivations in each step of the causal pathway from activities to

¹¹ <http://www.thegef.org/gef/node/4562>

achievement of outputs and outcomes to impact. The assessment will look at three related and often overlapping processes: (1) information dissemination between stakeholders, (2) consultation between stakeholders, and (3) active engagement of stakeholders in project decision making and activities. The evaluation will specifically assess:

the approach(es) used to identify and engage stakeholders in project design and implementation. What were the strengths and weaknesses of these approaches with respect to the project's objectives and the stakeholders' motivations and capacities? What was the achieved degree and effectiveness of collaboration and interactions between the various project partners and stakeholders during design and implementation of the project?

the degree and effectiveness of any public awareness activities that were undertaken during the course of implementation of the project; or that are built into the assessment methods so that public awareness can be raised at the time the assessments will be conducted;

how the results of the project (strategic programmes and plans, monitoring and management systems, sub-regional agreements, etc.) promote participation of stakeholders, including users, in decision making in the landscape-level sustainable land management sector.

25. Country ownership and driven-ness. The evaluation will assess the performance of government agencies involved in the project, the Governments of participating countries in particular, as relevant:

In how far has the Governments assumed responsibility for the project and provided adequate support to project execution, including the degree of cooperation received from the various public institutions involved in the project and the timeliness of provision of counter-part funding to project activities?

To what extent has the political and institutional framework of participating countries been conducive to project performance?

To what extent have the public entities promoted the participation of rural communities and other actors in landscape-level sustainable land management and their non-governmental organisations in the project?

How responsive were the government partners to landscape-level sustainable landscape management, coordination and guidance, and to UNEP supervision?

26. **Financial planning and management.** Evaluation of financial planning requires assessment of the quality and effectiveness of financial planning and control of financial resources throughout the project's lifetime. The assessment will look at actual project costs by activities compared to budget (variances), financial management (including disbursement issues), and co-financing. The evaluation will:

Verify the application of proper standards (clarity, transparency, audit, etc.) and timeliness of financial planning, management and reporting to ensure that sufficient and timely financial resources were available to the project and its partners;

Appreciate other administrative processes such as recruitment of staff, procurement of goods and services (including consultants), preparation and negotiation of cooperation agreements, etc. to the extent that these might have influenced project performance;

Present to what extent co-financing has materialized as expected at project approval (see Table 1). Report country co-financing to the project overall, and to support project activities at the national level in particular. The evaluation will provide a breakdown of final actual costs and co-financing for the different project components (see tables in Annex 3).

Describe the resources the project has leveraged since inception and indicate how these resources are contributing to the project's ultimate objective. Leveraged resources are additional resources—beyond those committed to the project itself at the time of approval—that are mobilized later as a direct result of the project. Leveraged resources can be financial or in-kind and they may be from other donors, NGO's, foundations, governments, communities or the private sector.

27. Analyse the effects on project performance of any irregularities in procurement, use of financial resources and human resource management, and the measures taken by EcoAgriculture Partners or UNEP to prevent such irregularities in the future. Appreciate whether the measures taken were adequate.

28. **UNEP supervision and backstopping.** The purpose of supervision is to verify the quality and timeliness of project execution in terms of finances, administration and achievement of outputs and outcomes, in order to identify and recommend ways to deal with problems which arise during project execution. Such problems may be related to project management but may also involve technical/institutional substantive issues in which UNEP has a major contribution to make. The evaluators should assess the effectiveness of supervision and administrative and financial support provided by UNEP including:

The adequacy of project supervision plans, inputs and processes;
The emphasis given to outcome monitoring (results-based project management);
The realism and candour of project reporting and ratings (i.e. are PIR ratings an accurate reflection of the project realities and risks);
The quality of documentation of project supervision activities; and
Financial, administrative and other fiduciary aspects of project implementation supervision.

29. Monitoring and evaluation. The evaluation will include an assessment of the quality, application and effectiveness of project monitoring and evaluation plans and tools, including an assessment of risk management based on the assumptions and risks identified in the project document. The evaluation will appreciate how information generated by the M&E system during project implementation was used to adapt and improve project execution, achievement of outcomes and ensuring sustainability. M&E is assessed on three levels:

M&E Design. Projects should have sound M&E plans to monitor results and track progress towards achieving project objectives. An M&E plan should include a baseline (including data, methodology, etc.), SMART indicators and data analysis systems, and evaluation studies at specific times to assess results. The time frame for various M&E activities and standards for outputs should have been specified. The evaluators should use the following questions to help assess the M&E design aspects:

- Quality of the project logframe (original and possible updates) as a planning and monitoring instrument; analyse, compare and verify correspondence between the original logframe in the Project Document, possible revised logframes and the logframe used in Project Implementation Review reports to report progress towards achieving project objectives;
- SMART-ness of indicators: Are there specific indicators in the logframe for each of the project objectives? Are the indicators measurable, attainable (realistic) and relevant to the objectives? Are the indicators time-bound?
- Adequacy of baseline information: To what extent has baseline information on performance indicators been collected and presented in a clear manner? Was the methodology for the baseline data collection explicit and reliable?
- Arrangements for monitoring: Have the responsibilities for M&E activities been clearly defined? Were the data sources and data collection instruments appropriate? Was the frequency of various monitoring activities specified and adequate? In how far were project users involved in monitoring?

- Arrangements for evaluation: Have specific targets been specified for project outputs? Has the desired level of achievement been specified for all indicators of objectives and outcomes? Were there adequate provisions in the legal instruments binding project partners to fully collaborate in evaluations?
- Budgeting and funding for M&E activities: Determine whether support for M&E was budgeted adequately and was funded in a timely fashion during implementation.

M&E Plan Implementation. The evaluation will verify that:

- the M&E system was operational and facilitated timely tracking of results and progress towards projects objectives throughout the project implementation period;
- annual project reports and Progress Implementation Review (PIR) reports were complete, accurate and with well justified ratings;
- the information provided by the M&E system was used during the project to improve project performance and to adapt to changing needs.

Use of GEF Tracking Tools. These are portfolio monitoring tools intended to roll up indicators from the individual project level to the portfolio level and track overall portfolio performance in focal areas. Each focal area has developed its own tracking tool¹² to meet its unique needs. Agencies are requested to fill out at CEO Endorsement (or CEO approval for MSPs) and submit these tools again for projects at mid-term and project completion. The evaluation will verify whether UNEP has duly completed the relevant tracking tool for this project, and whether the information provided is accurate.

Complementarities with UNEP strategies and programmes

30. UNEP aims to undertake GEF funded projects that are aligned with its own strategies. The evaluation should present a brief narrative on the following issues:

Linkage to UNEP's Expected Accomplishments and POW 2010-2011. The UNEP MTS specifies desired results in six thematic focal areas. The desired results are termed Expected Accomplishments. Using the completed ToC/ROtI analysis, the evaluation should comment on whether the project makes a tangible contribution to any of the Expected Accomplishments specified in the UNEP MTS. The magnitude and extent

¹² http://www.thegef.org/gef/tracking_tools

of any contributions and the causal linkages should be fully described. Whilst it is recognised that UNEP GEF projects designed prior to the production of the UNEP Medium Term Strategy 2010-2013 (MTS)¹³ would not necessarily be aligned with the Expected Accomplishments articulated in those documents, complementarities may still exist and it is still useful to know whether these projects remain aligned to the current MTS.

*Alignment with the Bali Strategic Plan (BSP)*¹⁴. The outcomes and achievements of the project should be briefly discussed in relation to the objectives of the UNEP BSP.

Gender. Ascertain to what extent project design, implementation and monitoring have taken into consideration: (i) possible gender inequalities in access to and the control over natural resources; (ii) specific vulnerabilities of women and children to environmental degradation or disasters; and (iii) the role of women in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation. Appreciate whether the intervention is likely to have any lasting differential impacts on gender equality and the relationship between women and the environment. To what extent do unresolved gender inequalities affect sustainability of project benefits?

South-South Cooperation. This is regarded as the exchange of resources, technology, and knowledge between developing countries. Briefly describe any aspects of the project that could be considered as examples of South-South Cooperation.

The Consultants' Team

31. For this evaluation, there will be only one consultant. The consultant should have experience in project evaluation, sustainable land management, and be fluent in English. Spoken and written knowledge in French will be considered as a plus. The consultant will be responsible for data collection and analysis, and the preparation of the main report for the evaluation, with substantive contributions by the supporting consultant. S/he will ensure that all evaluation criteria are adequately covered.
32. By undersigning the service contract with UNEP/UNON, the consultant certifies that s/he have not been associated with the design and implementation of the project in any way which may jeopardize his/her independence and impartiality towards project achievements and project partner performance. In addition, s/he will not have any future

¹³ <http://www.unep.org/PDF/FinalMTSGCSS-X-8.pdf>

¹⁴ <http://www.unep.org/GC/GC23/documents/GC23-6-add-1.pdf>

interests (within six months after completion of the contract) with the project's executing or implementing units.

Evaluation Deliverables and Review Procedures

33. The evaluation consultant will prepare an **inception report** (see Annex 1 of TORs for Inception Report outline) containing a thorough review of the project context, project design quality, a draft reconstructed Theory of Change of the project, the evaluation framework and a tentative evaluation schedule.
34. The review of design quality will cover the following aspects (see Annex 7 for the detailed project design assessment matrix):
 - Strategic relevance of the project (see paragraph 29 - 30)
 - Preparation and readiness (see paragraph 41);
 - Financial planning (see paragraph 45);
 - M&E design (see paragraph 48(a));
 - Complementarities with UNEP strategies and programmes (see paragraph 49);
 - Sustainability considerations and measures planned to promote replication and upscaling (see paragraph 36 -39).
35. The inception report will also present a draft, desk-based reconstructed Theory of Change of the project. It is vital to reconstruct the ToC *before* most of the data collection (review of reports, in-depth interviews, observations on the ground, etc.) is done, because the ToC will define which direct outcomes, drivers and assumptions of the project need to be assessed and measured to allow adequate data collection for the evaluation of project effectiveness, likelihood of impact and sustainability.
36. The **evaluation framework** will present in further detail the evaluation questions under each criterion with their respective **indicators and data sources**. The evaluation framework should summarize the information available from project documentation against each of the main evaluation parameters. Any gaps in information should be identified and methods for additional data collection, verification and analysis should be specified.
37. The inception report will also present a **tentative schedule** for the overall evaluation process, including a draft programme for the country visits and tentative list of people/institutions to be interviewed. The inception report will be submitted for review

and approval by the Evaluation Office before the evaluation team travels to project countries.

38. **The main evaluation report** should be brief (no longer than 35 pages – excluding the executive summary and annexes), to the point and written in plain English. The evaluation team will deliver a high quality report in English by the end of the assignment. The team will also provide the executive summary and the conclusions, lessons learned and recommendations section. The report will follow the annotated Table of Contents outlined in Annex 1. It must explain the purpose of the evaluation, exactly what was evaluated and the methods used (with their limitations). The report will present evidence-based and balanced findings, consequent conclusions, lessons and recommendations, which will be cross-referenced to each other. The report should be presented in a way that makes the information accessible and comprehensible. Any dissident views in response to evaluation findings will be appended in footnote or annex as appropriate. To avoid repetitions in the report, the authors will use numbered paragraphs and make cross-references where possible.

39. **Review of the draft evaluation report.** The consultant will submit the zero draft report latest two weeks after the country visit has been completed to the UNEP EO and revise the draft following the comments and suggestions made by the EO. Once a draft of adequate quality has been accepted, the EO will share this first draft report with the UNEP Task Manager, who will ensure that the report does not contain any blatant factual errors. The UNEP Task Manager will then forward the first draft report to the other project stakeholders, in particular other project partners for review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions. It is also very important that stakeholders provide feedback on the proposed recommendations and lessons. Comments would be expected within two weeks after the draft report has been shared. Any comments or responses to the draft report will be sent to the UNEP EO for collation. The EO will provide the comments to the evaluation consultant for consideration in preparing the final draft report.

40. The evaluation consultant will submit the final draft report **no later than 2 weeks** after reception of stakeholder comments. S/he will prepare a **response to comments**, listing those comments not or only partially accepted by him/her that could therefore not or only partially be accommodated in the final report. S/he will explain why those comments have not or only partially been accepted, providing evidence as required. This

response to comments will be shared by the EO with the interested stakeholders to ensure full transparency.

41. **Submission of the final Terminal Evaluation report.** The final report shall be submitted by Email to the Head of the Evaluation Office, who will share the report with the Director, UNEP/GEF Coordination Office and the UNEP/DEPI Task Manager. The Evaluation Office will also transmit the final report to the GEF Evaluation Office.
42. The final evaluation report will be published on the UNEP Evaluation Office web-site www.unep.org/eou. Subsequently, the report will be sent to the GEF Office of Evaluation for their review, appraisal and inclusion on the GEF website.
43. As per usual practice, the UNEP EO will prepare a **quality assessment** of the first draft and final draft report, which is a tool for providing structured feedback to the evaluation consultant. The quality of the report will be assessed and rated against the criteria specified in Annex 4.
44. The UNEP Evaluation Office will assess the ratings in the final evaluation report based on a careful review of the evidence collated by the evaluation consultant and the internal consistency of the report. Where there are differences of opinion between the evaluator and UNEP Evaluation Office on project ratings, both viewpoints will be clearly presented in the final report. The UNEP Evaluation Office ratings are the final ratings that will be submitted to the GEF Office of Evaluation.

Logistical arrangement

45. This Terminal Evaluation will be undertaken by an independent evaluation consultant contracted by the UNEP Evaluation Office. The consultant will work under the overall responsibility of the UNEP Evaluation Office and will consult with the EO on any procedural and methodological matters related to the evaluation. It is, however, **the consultant's responsibility to arrange for their travel, visa, obtain documentary evidence, plan meetings with stakeholders, organize field visits, and any other logistical matters related to the assignment.** The UNEP Task Manager and EcoAgriculture Partners will, where possible, provide logistical support (introductions, meetings, transport, etc.) for the country visit, allowing the consultant to conduct the evaluation as efficiently and independently as possible.

Schedule of the evaluation

46. The consultant will be hired under an individual Special Service Agreement (SSA). There are two options for contract and payment: lumpsum or “fees only”.
47. **Lumpsum:** The contract covers both fees and expenses such as travel, per diem (DSA) and incidental expenses which are estimated in advance. The consultant will receive an initial payment covering estimated expenses upon signature of the contract.
48. **Fee only:** The contract stipulates consultant fees only. Air tickets will be purchased by UNEP and 75% of the DSA for each authorised travel mission will be paid up front. Local in-country travel and communication costs will be reimbursed on the production of acceptable receipts. Terminal expenses and residual DSA entitlements (25%) will be paid after mission completion.
49. The payment schedule for the consultant will be linked to the acceptance of the key evaluation deliverables by the Evaluation Office:
- Final inception report: 20 percent of agreed total fee
 - First draft main evaluation report: 40 percent of agreed total fee
 - Final main evaluation report: 40 percent of agreed total fee
50. In case the consultant is not able to provide the deliverables in accordance with these TORs, in line with the expected quality standards by the UNEP Evaluation Office, payment may be withheld at the discretion of the Head of the Evaluation Office until the consultants have improved the deliverables to meet UNEP’s quality standards.
51. If the consultant fails to submit a satisfactory final product to UNEP in a timely manner, i.e. within one month after the end date of their contract, the Evaluation Office reserves the right to employ additional human resources to finalize the report, and to reduce the consultant’s fees by an amount equal to the additional costs borne by the Evaluation Office to bring the report up to standard.

Annex 2: Additional evaluation questions

Main evaluation criteria	Questions	Data sources
Attainment of Objectives and Planned Results	<p>Were the project outputs satisfactorily achieved (including quantity and quality, as well as their usefulness and timeliness)?</p> <p>What is the likelihood that the long term impacts will be achieved, and what are the drivers and assumptions?</p> <p>Has the project contributed, and is likely in the future to further contribute to changes in stakeholder behaviour as a result of the project's direct outcomes, and what is the likelihood of those changes in turn leading to resilience to climate change?</p> <p>Has the project been successful in attaining its objectives?</p> <p>Has information generated from the project been developed into guidelines/products that governments and stakeholders could use in their interventions?</p> <p>Have findings been widely disseminated; are adequate mechanisms in place for stakeholders to have access to project findings and updated information as this becomes available?</p> <p>Has the project been able to increase technical capacity of regional/national centres of excellence and research centres to support the action of governments and the international and local communities? Has the project met the identified needs for capacity building?</p> <p>Was the project cost-effective and what were the key factors contributing to cost-effectiveness (or lack of)?</p> <p>Was the project executed in a timely manner, if not, why and how did this affect achievement of objectives?</p> <p>Is the project relevant to the main issues facing the implementing countries regarding food security and climate change? Does it address the stated needs?</p>	<p>Project document; inception workshop report; annual progress reports; annual work plans; technical reports produced; Terminal project report; interviews with project manager and other appropriate UNEP staff, partners and national stakeholders; ToC and ROI analysis; Kenya site visit; MOUs with partners.</p>
Sustainability, catalytic role and replication	<p>Did the project design include adequate measures to ensure sustainability of outcomes and replication of experiences and best practices?</p> <p>Has the project catalyzed action by stakeholders for increased use/adoption of L-SLM at national and regional levels?</p> <p>Has information generated by the project been developed into guidelines that governments and stakeholders could use?</p> <p>Is there a supportive policy environment and political will to support sustenance of project results?</p> <p>Have the capacities of partners and stakeholders been sufficiently enhanced to</p>	<p>Project document; logical framework; interviews with project manager, partners and stakeholders; site visits; ROI and TOC analysis</p>

	<p>enable them to replicate project results?</p> <p>Has there been any replication/up scaling following end of the project?</p> <p>Will there be any scaling up of the project activities?</p> <p>What is the likelihood that activities will be sustained by communities and stakeholders?</p> <p>What is the likelihood for socio-political, financial, institutional and environmental sustainability and what are the key determining factors?</p>	
Factors and processes affecting project performance	<p>What were the key factors and processes that contributed to the achievement (or lack thereof) of project results and project performance? (Related to project preparation and readiness, implementation approach and management, stakeholder participation and public awareness, country ownership/driven-ness, project finance, UNEP supervision and backstopping, and project monitoring and evaluation systems).</p> <p>What are the key lessons learned?</p>	Annual progress reports; annual work plans; logical framework; monitoring and evaluation plan; budget and financial reports; reports of review meetings; interviews with project manager, partners and national stakeholders.
Complementarities with UNEP strategies and programmes	<p>Is the project consistent with UNEP's mandate, strategies and programmes?</p> <p>How has the project contributed to achievement of UNEP's and GEF objectives, and how?</p>	Project document; interviews with appropriate UNEP and GEF staff.

Annex 3: Summary Assessment of the Quality of Project Design

Relevance		Evaluation Comments	PRODOC Reference
Are the intended results likely to contribute to UNEPs Expected Accomplishments and programmatic objectives?		The intended results will contribute to UNEP expected accomplishment and programmatic objectives: current MTS and strategic framework for 2010-2011 and 2012-2013 for subprogramme 3: ecosystem management (integrated approach to land management and climate change mitigation), and subprogramme 4 :environmental governance	Pro doc; Part I: p.1 Section C1 p28
Does the project form a coherent part of a UNEP-approved programme framework?		It also forms a coherent part of UNEP approved programme framework pertaining to the improvement of the agricultural sector Sustainable Agri-Food Systems	Pro doc; Part I: p.1- 2 Section C2 p28
Is there complementarity with other UNEP projects, planned and ongoing, including those implemented under the GEF?		This project complement several ongoing and planned UNEP and UNEP/GEF projects related to integrated management of natural resource, land degradation, (deforestation and desertification).	
Are the project's objectives and implementation strategies consistent with:	i) Sub-regional environmental issues and needs?	Yes, project objectives and implementation strategies are consistent with some environmental issues and needs such as food production, and resources conservation on same landscapes, It will contribute to the implementation of the UNCCD 10 year strategy, by improving the living conditions of affected populations, improving the affected ecosystems and generating global benefits.	Pro doc: section A2 p9
	ii) The UNEP mandate and policies at the time of design and implementation?	Yes, the project was a coherent part of the ongoing UNEP approved programme Framework related to climate change and ecosystem management (medium term strategy 2010-2013).	
	iii) The relevant GEF focal areas, strategic priorities and operational programme(s)? (if appropriate)	Yes, The project will support and advance the use of the landscape approach to address challenges of land degradation, poverty, and food security in inhabited regions.It will also emphasizes the integrated management of natural resources to maintain and improve the productive capacity of rural lands, support resource-based livelihoods, and provide multiple global environmental benefits, including for biodiversity, climate	Pro doc ; Section A1 p8

		change adaptation and mitigation, and the protection and sustainable use of international waters.	
	iv) Stakeholder priorities and needs?	The need for landscape approach and integrated management of natural resources has been recognized by several communities in the countries. The project will advance national priorities by advancing effective L-SLM strategies within key regional and global organizations and policy processes to which nations are parties. In Africa the initiative will collaborate closely with NEPAD in policy assessment and capacity-building to integrate SLM and agricultural productivity within the Comprehensive African Agriculture Development Program (CAADP), and in TerrAfrica. The project will also collaborate with the Forum for Agricultural Research in Africa (FARA), and the Alliance for Green Revolution in Africa (AGRA).	Pro doc; Section A2 p9
Overall rating for Relevance		Highly Satisfactory The project is closely aligned with the objectives and strategies of UNEP and GEF as well as with regional and national stakeholders' priorities and needs.	
Intended Results and Causality			
Are the objectives realistic?		The objectives are realistic as they address stakeholders concerns and challenges related to food security, persistent poverty, climate change, and ecosystem degradation, many aspects of which can be dealt with by the project and the stakeholders within the time frame given.	Pro doc; Annex A, p33 Project Logical framework
Are the causal pathways from project outputs [goods and services] through outcomes [changes in stakeholder behavior] towards impacts clearly and convincingly described? Is there a clearly presented Theory of Change or intervention logic for the project?		The theory of change is clearly enunciated and the causal pathways and intervention logic are adequately described. As global poverty alleviation targets remain unmet as conventional development models struggle to address stubborn problems of land degradation, disease, limited technical capacity, and poor market linkages, the project goal rests on the premise that increased capacity and increased knowledge and information and better policy environment for planning will contribute in more resources allocated for the adoption of L-SLM which will impact on resilient food production, better livelihoods and other global environmental	Pro doc; Annex A, p33 Project logical framework

	benefits.	
Is the timeframe realistic? What is the likelihood that the anticipated project outcomes can be achieved within the stated duration of the project?	The timeframe is generally realistic for most outcomes. Although the one related to policy change and uses may need more time for realization.	Project Framework p2 section B
Are the activities designed within the project likely to produce their intended results	The activities are likely to produce the intended results (outputs leading to outcomes) and within the timeframe given, with caution being put on the integration of policy/change into the national system.	Pro doc: Annex A, p33 Project Logical framework
Are activities appropriate to produce outputs?	Yes, activities designed by the project are appropriate to produce the expected outputs.	Pro doc; Annex A, p33 Project Logical framework
Are activities appropriate to drive change along the intended causal pathway(s)	Yes, this is true for most of the planned activities. They are appropriate to drive change along the pathways (assuming that other conditions are present).	Pro doc; Annex A, p33 Project Logical framework
Are impact drivers, assumptions and the roles and capacities of key actors and stakeholders clearly described for each key causal pathway?	Impact drivers, assumptions and the roles and capacities of key actors and stakeholders are clearly described for each key causal pathway?	Pro doc; Annex A, p33 Logical framework
Overall rating for Intended Results and causality	Satisfactory. Projects objectives as stated in the project document are realistic and activities designed are appropriate to produce results. Anticipated outcomes can be achieved in the given timeframe, based on the project intent to sensitize and build key capacity of stakeholders to undertake pilot actions.	
Efficiency		
Are any cost- or time-saving measures proposed to bring the project to a successful conclusion within its programmed budget and timeframe?	Some cost effective and time saving measures were adopted including building on existing local and global institutions, projects and programmes; organizing/undertaking activities that bring closer partners involved in related activities and harnessing their experience and comparative advantage; involving multi stakeholder groups including leaders and local communities.	Pro doc; section A.1.2. p9; section B2 second para. P12 and P13
Does the project intend to make use of / build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. to increase	The project planned to make use of / build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives for example the one existing among the co-organizers	Pro doc; section A.1.2. p9 last Para

project efficiency?	group, UNEP and with existing programmes and projects sponsored by UNEP/ GEF as well as others that relates to the project.	
Overall rating for Efficiency	Satisfactory: the project is closely linked to existing institutions and the arrangements described above will allow it to build on existing information, data sources, projects/programmes at the national, regional and global levels that will lead to achieving great outputs in a relatively short time with reasonable financial input.	
Sustainability / Replication and Catalytic effects		
Does the project design present a strategy / approach to sustaining outcomes / benefits?	The project design identifies some approaches/strategies to sustain outcomes and benefits that include multiple stakeholders' involvement in ongoing relevant and associated projects, with governments, the private sector and communities discussing common issues thus increasing ownership of project activities.	Pro doc; section B3 p24
Does the design identify the social or political factors that may influence positively or negatively the sustenance of project results and progress towards impacts? Does the design foresee sufficient activities to promote government and stakeholder awareness, interests, commitment and incentives to execute, enforce and pursue the programmes, plans, agreements, monitoring systems etc. prepared and agreed upon under the project?	The design recognizes social or political factors that are potentially in government/communities/private sector's agendas including mainstreaming gender. The project is designed for driving activities that recognize the need for buy-in/co-opting every party and that everyone's concerns, needs and demands should be accommodated, thus raising stakeholders' awareness. It also identifies challenges related to land tenure as potential sources of social conflict.	Pro doc; Section B3 p24 Section B4 p 25
If funding is required to sustain project outcomes and benefits, does the design propose adequate measures / mechanisms to secure this funding?	There is no explicit financing strategy in the project document to address such financing, but instead a finance strategy for the project development that could insure this funding is secured. It is understood that a follow up phase that will scale up gains of this phase will provide concrete mechanisms for implementation.	Incremental Cost Reasoning; p24, last Para
Are there any financial risks that may jeopardize sustenance of project results and onward progress towards impact?	Most project activities are linked and the project is linked to several other ongoing projects/programs which are dependent on availability of funds. This is a potential risk that could be mitigated by various measures planned.	Section B4 Para 3

Does the project design adequately describe the institutional frameworks, governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. required to sustain project results?	Institutional frameworks, governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks required are quite well described to sustain project results.	Section A2 p9 B6 p26 Section C p28	
Does the project design identify environmental factors, positive or negative, that can influence the future flow of project benefits? Are there any project outputs or higher level results that are likely to affect the environment, which, in turn, might affect sustainability of project benefits?	Among the major risks that could hamper the successful development of the project, the project design identifies and included environmental factors such as climate change and land degradation.	Section B4 p25	
Does the project design foresee adequate measures to catalyze behavioral changes in terms of use and application by the relevant stakeholders of (e.g.):	i) technologies and approaches show-cased by the demonstration projects;	The project design anticipates that new/increased knowledge generation and dissemination (Products) by parties/partners will encourage/catalyze behavioral change for increased use of technologies. Demonstrations were also done at various workshops and specific handouts were disseminated.	Pro doc; Annex A, p33 Project logical Framework
	ii) strategic programs and plans developed	Strategic programs and plans were anticipated as results of meeting, workshops and training sessions.	Component 1 Activity 1.1 section 3 p16 Activity 1.3 Para 3 p19 (top) Component 2 p19
	iii) assessment, monitoring and management systems established at a national and sub-regional level	The project anticipates that assessment, monitoring and management systems will be established through institutional capacity strengthening/development, and this will also lead to partners collaborating to support governments' actions.	Component 1 section 1 and 2 p16
Does the project design foresee adequate measures to contribute to institutional changes? [An important aspect of the catalytic role of the project is its contribution to institutional uptake or mainstreaming of project-piloted approaches in any regional or national demonstration projects]	The project will eventually contribute in institutional strengthening leading to changes in approach to planning and resources allocation.	Activity 1.2 p17; Component 2 p19	
Does the project design foresee adequate measures to contribute to policy changes (on paper and in implementation of policy)?	It is envisaged that there will be policy dialogues and leadership training that will lead to policy changed/revision that will be incorporated into the	Pro doc; Annex A, p33 Project Logical framework	

	legal system although this may take a slightly longer timeframe.	
Does the project design foresee adequate measures to contribute to sustain follow-on financing (catalytic financing) from Governments, the GEF or other donors?	This was not explicit but by associating closely UNEP, FAO, WFP, IFAD and some donor countries such as the Netherlands in the implementation of this phase this could insure catalytic financing and the funding of a large size Project by GEF with the Netherlands and others as co-financers.	Pro doc; Section B5 p26
Does the project design foresee adequate measures to create opportunities for particular individuals or institutions (“champions”) to catalyze change (without which the project would not achieve all of its results)?	The project design creates opportunities for a number of institutions that are strategic partners to play the role of champions (that is the case of the initiative co-organizers). They potentially can catalyze changes that the project would not achieve. There is also opportunity for individuals/ leaders, key stakeholder groups to also become champions.	Pro doc; Section B5 p26 Table 2 p 30
Are the planned activities likely to generate the level of ownership by the main national and regional stakeholders necessary to allow for the project results to be sustained?	The planned activities are implemented with multi-stakeholders mechanisms that involve local, national and regional stakeholders that review the needs of governments, local communities for policy actions which will increase ownership. In addition the project intends to build capacity and disseminate knowledge that will increase understanding and help reinforce ownership and sustain results.	Pro doc; Annex A, Project Logical framework
Overall rating for Sustainability / Replication and Catalytic effects	Satisfactory: Despite challenges surrounding funding; the project design identifies pathways toward sustainability and replication through capacity building and multi-stakeholder involvement mechanism.	
Risk identification and Social Safeguards		
Are critical risks appropriately addressed?	Risk identification was done. The project explicitly seeks to address some of the major risks to sustainable food production, rural livelihoods, ecosystem health, and climate stability. The risk that external crises (such as future food price crises) may cause governments and private actors to pursue sectoral strategies was also considered.	Pro doc; Section B4 p25
Are assumptions properly specified as factors affecting achievement of project results that are beyond the control of the project?	Assumptions are mentioned in the log frame. These may not be factors that affect achievement of results, although they are beyond the project’s	Pro doc; Annex A, Project Logical framework

	control.	
Are potentially negative environmental, economic and social impacts of projects identified?	These have been identified as well as strategies to mitigate them. For example, for challenges due to social conflicts arising from land tenure there will be facilitation tools to advance dialogue and explore solutions.	Pro doc; Section B4 p25
Overall rating for Risk identification and Social Safeguards	Satisfactory , Risk factors were identified at project planning, reviewed at project design and analyzed during project implementation review. No major risks were found to prevent project to achieve stated objectives.	
Governance and Supervision Arrangements		
Is the project governance model comprehensive, clear and appropriate?	The project governance model is comprehensive, clear and appropriate.	Pro doc; Part III Table 2 p30
Are roles and responsibilities clearly defined?	Roles and responsibilities are clearly defined.	Pro doc; Section A, B
Are supervision / oversight arrangements clear and appropriate?	Supervision / oversight arrangements are clear and appropriate.	Pro doc; Table 2 p30
Overall rating for Governance and Supervision Arrangements	Highly Satisfactory : The governance and supervision arrangements are adequate.	
Management, Execution and Partnership Arrangements		
Have the capacities of partner been adequately assessed?	Partners are selected based on their particular expertise and comparative advantage.	Pro doc; Table 2 p30
Are the execution arrangements clear?	The execution arrangements are clear.	Pro doc; Table 2 p30
Are the roles and responsibilities of internal and external partners properly specified?	The roles and responsibilities of internal and external partners are properly specified in the project document.	Pro doc; Table 2 p30 Section B5 p 26
Overall rating for Management, Execution and Partnership Arrangements	Highly satisfactory : The management, execution and partnership arrangements described in the project document are satisfactory, taking into account all levels from local to global and the range of expertise required.	
Financial Planning / budgeting		
Are there any obvious deficiencies in the budgets / financial planning	No obvious deficiencies in the budget/financial planning were identified at the onset of project all contributions were confirmed.	Pro doc; Part I p4-6

Cost effectiveness of proposed resource utilization as described in project budgets and viability in respect of resource mobilization potential	Planned/proposed resources utilization were satisfactory.	Pro doc ; Tables C, D, E, F, & D p4, 5, and 6
Financial and administrative arrangements including flows of funds are clearly described	Financial and administrative arrangements including flows of funds are clearly described in the project document.	Pro doc Appendix 5 p31.
Overall rating for Financial Planning / budgeting	Satisfactory: An adequate financing plan and detailed instructions for financial reporting are presented.	
Monitoring		
Does the logical framework: <ul style="list-style-type: none"> capture the key elements in the Theory of Change for the project? have ‘SMART’ indicators for outcomes and objectives? have appropriate 'means of verification' adequately identify assumptions 	<ul style="list-style-type: none"> The log frame captures key elements in the project’s Theory of Change: (increased scientific knowledge, information, resources and capacity on <i>L-SLM</i>, will lead to improved policy development and wider adoption and effective use of <i>L-SLM</i>. From the onset, it was noted that some outputs were expressed as outcomes according to internationally recognized definitions of the term. This was the case for outcome 2 of component 1 which in fact is an output. This was later rectified and showed that the first two components in the project log frame had one expected outcome each with three outputs as shown in Table 3. Outcomes indicators will be easily quantified and baseline is provided. There are appropriate 'means of verification' Adequately identify Assumptions 	Pro doc; Annex A Logical framework
Are the milestones and performance indicators appropriate and sufficient to foster management towards outcomes and higher level objectives?	The milestones and performance indicators are appropriate and sufficient to foster management towards outcomes and higher level objectives	Pro doc; Annex A Logical framework
Is there baseline information in relation to key performance indicators?	Baseline identification/situation to position the project was done	Section B1 p9
Has the method for the baseline data collection	There was no quantitative baselines	

been explained?		
Has the desired level of achievement (targets) been specified for indicators of Outcomes and are targets based on a reasoned estimate of baseline??	Milestones are given not targets	
Has the time frame for monitoring activities been specified?	The time frame for monitoring activities is specified?	Section H p5-6
Are the organizational arrangements for project level progress monitoring clearly specified	The organizational arrangements for project level progress monitoring are clearly specified	Section H p5-6 Appendix11 p91
Has a budget been allocated for monitoring project progress in implementation against outputs and outcomes?	A budget is allocated for monitoring project progress in implementation against outputs and outcomes?	Section H p5-6
Overall, is the approach to monitoring progress and performance within the project adequate?	The approach to monitoring progress and performance within the project is adequate and it follows the standard requirements of UNEP.	Section H p5-6
Overall rating for Monitoring	Satisfactory: The monitoring design within the project is adequate and satisfactory	
Evaluation		
Is there an adequate plan for evaluation?	The project document makes provision for an independent evaluation to be done three months before the end of the project; There is also provision for the terminal report.	Pro doc; Section H p5-6
Has the time frame for Evaluation activities been specified?	The time frame for Evaluation activities is specified towards the end of the project.	Pro doc; Section H p5-6
Is there an explicit budget provision for mid term review and terminal evaluation?	There is budget for terminal evaluation not for mid-term review.	Pro doc; Section p6
Is the budget sufficient	Yes the budget is sufficient.	
Overall rating for Evaluation	Satisfactory: There is provision for the terminal evaluation but there is no provision for independent evaluation during the course of the project.	

Annex 4: Evaluation time line

The Consultant Revised Schedule is as follows:

Participation in the final LPFN workshop at ICRAF Nairobi	1-4 Jul 14
Reception of last project documents	9 Aug 14
Interview/discussions with UNEP/GEF team	12-29 Sep 14
Submission of Draft TE Inception Report	10 Sep 14
Interview/discussions with ICRAF/Bioersivity teams	25-26 Sep 14
Submission of TE Inception Report	17 Oct 14
Interview/discussions with Kenyan teams including Field visits totaling 8 days during period	21-31 Oct 14
<ul style="list-style-type: none">• Kijabe (LARI): KENVO and local communities• Naivasha: ICRAF and local teams/association, Imarisha, Naivasha: In support of Public-Private-People partnership for sustainable development• Laikipia (Nanyuki& Embu): ICRAF and Local /Governor’s team/communities, Kenya Wildlife Conservation Forum, East African Wild Life Society,	
Other contacts in Kenya (Ministries: water, environment, forestry etc)	
Interview/call of other individuals to be consulted (Outside Kenya)	13-31 Oct. 14
Submission of Draft TE Report	21 Nov. 21
Final Report	7 Dec 14

Annex 5: Key project documentation, reports, knowledge products produced by the project and relevant websites

Documentation provided for the evaluation

- Project design documents
- Project supervision plan, with associated budget
- Correspondence related to project
- Supervision mission reports
- Steering Committee meeting documents, including agendas, meeting minutes, and any summary reports
- Project progress reports, including financial reports submitted
- Annual Project Implementation Reports (PIRs)
- Management memos related to project
- Other documentation of supervision feedback on project outputs and processes (e.g. comments on draft progress reports, etc.).
- Project revision and extension documentation
- Updated implementation plan for the recommendations of the Mid-Term Evaluation
- Project Terminal Report

List of completed publications

1. **KP 0.0a – LPFN white paper** – LPFN. 2012. Landscapes for People, Food and Nature: The Vision, the Evidence, and Next Steps. Available at: http://landscapes.ecoagriculture.org/documents/files/landscapes_for_people_food_and_nature.pdf
2. **KP 0.0b – UN Division for Sustainable Development Agriculture and Food official report** – Daniele Giovannucci, Sara Scherr, Danielle Nierenberg, Charlotte Hebebrand, Julie Shapiro, Jeffrey Milder, and Keith Wheeler. 2012. Food and Agriculture: the future of sustainability. A strategic input to the Sustainable Development in the 21st Century (SD21) project. New York: United Nations Department of Economic and Social Affairs, Division for Sustainable Development. Available at: http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2054838
3. **KP 0.1 – Review of integrated agricultural landscape initiatives in Latin America** – Estrada-Carmona, N., Hart, A. K., DeClerck, F. A., Harvey, C. A., & Milder, J. C. (2014). CITATION: Integrated landscape management for agriculture, rural livelihoods, and ecosystem conservation: an assessment of experience from Latin America and the Caribbean. *Landscape and Urban Planning*, 129, 1-11. Available at: <http://www.sciencedirect.com/science/article/pii/S0169204614001157>
4. **KP 0.2 – Review of integrated agricultural landscape initiatives in Africa, Tier 1** – Milder JC, Hart AK, Dobie P, Minai J, Zaleski C. 2014. Integrated Landscape Initiatives for African Agriculture, Development, and Conservation: A Region-Wide Assessment. *World Development* Vol. 54, pp. 68–80. Project summary available at

http://landscapes.ecoagriculture.org/documents/files/summary_of_integrated_landscape_initiatives_for_african_agriculture_development_and_conservation.pdf

5. **KP 0.9 – LPFN video: introduction to integrated landscape management for people, food and nature**
6. **KP 2.1 – Using integrated landscape management to advance climate change adaptation and mitigation** – Harvey CA, M Chacon, CI Donatti, E Garen, L Hannah, A Andrade, L Bede, D Brown, A Calle, J Chara, C Clement, E Gray, MH Hoang, P Minang, A Rodrigues, C Seeberg-Elverfeldt, B Semroc, S Shames, S Smukler, E Somarriba, E Torquebiau, J van Etten, E Wollenberg. 2013. Climate-smart landscapes: opportunities and challenges for integrating adaptation and mitigation in tropical agriculture. *Conservation Letters*, 7(2): 77–90. Available at: <http://onlinelibrary.wiley.com/doi/10.1111/conl.12066/abstract>
7. **KP 2.2 – A landscape-scale planning framework for climate-smart agriculture** – Sara J Scherr, Seth Shames and Rachel Friedman. From climate-smart agriculture to climate-smart landscapes. *Agriculture & Food Security* 2012, 1:12. Available at: <http://www.agricultureandfoodsecurity.com/content/1/1/12/abstract>
8. **KP 2.3 – Finance models for climate mitigation and adaptation for integrated agriculture and rural land use** – Shames, S., Friedman, R. and Havemann, T. 2012. Coordinating finance for climate-smart agriculture. *Ecoagriculture Discussion Paper No. 9* Washington, Dc: Ecoagriculture Partners. Available at: http://ecoagriculture.org/documents/files/doc_431.pdf
9. **KP 3.4 – Management of water resources in integrated landscapes to increase syneries for agriculture, livelihoods, and ecological function** – Book published by International Water Management Institute (IWMI). Available at: <http://bookshop.cabi.org/default.aspx?site=191&page=2633&pid=2520>
10. **KP 4.3 – Landscape governance to support integrated landscape management** – Kozar, R., L. Buck, E. Barrow, T. Sunderlandd, D. Catacutan, C. Planicka, A. Hart, L. Willemen. 2014. Towards Viable Landscape Governance Systems: What works? Landscapes for People, Food and Nature Working Paper. EcoAgriculture Partners: Washington, DC. Available at: http://landscapes.ecoagriculture.org/global_review/landscape_governance
11. **KP 5.1 – Private sector experience linking supply chain and landscape management** – Kissinger, G., A. Brassler, and L. Gross, 2013. Scoping study. *Reducing Risk: Landscape Approaches to Sustainable Sourcing*. Washington, DC. Landscapes for People, Food and Nature Initiative. Full report available at http://landscapes.ecoagriculture.org/documents/files/reducing_risk_landscape_approaches_to_sustainable_sourcing.pdf
12. **KP 5.4 – Impact assessment of eco-certification (eco-standards) for smallholders and the environment at multiple scales** – Milder, J.C., Gross, L.H., and Class, A.M. 2012. Assessing the ecological impacts of agricultural ecocertification and standards: A global review of the science and practice. Internal report. Washington, DC: EcoAgriculture Partners. Available at: http://ecoagriculture.org/publication_details.php?publicationID=415

13. **KP 6.4 – Strategies and recommendations for integrated landscape development in the United States to 2050** – Solutions from the Land. 2013. Developing a New Vision for United States Agriculture, Forestry, and Conservation. Available at http://sfldialogue.net/Resources/SFL_Pathways_Report.pdf
14. **KP 6.5 – Integrated landscape approaches to urban foodshed planning and action.** Forster T, Escudero AG. 2014. City Regions as Landscapes for People, Food and Nature. Washington, DC: EcoAgriculture Partners. Available at: http://landscapes.ecoagriculture.org/documents/files/city_regions.pdf
15. **KP 7.1 – Rationale and strategies for public, private & donor financing to support scaling up integrated landscape investment** – Shames, S., M.H. Clarvis, G. Kissinger. 2014. Financing Strategies for Integrated Landscape Investment: Synthesis Report *in Financing Strategies for Integrated Landscape Investment*, Seth Shames, ed. Washington, DC: EcoAgriculture Partners, on behalf of the Landscapes for People, Food and Nature Initiative. Available at: http://landscapes.ecoagriculture.org/global_review/financingstrategies
16. **KP 7.5 – Strategies for investing in agriculture/forest mosaic landscapes in Africa** – Dewees, P., F. Place, S.J. Scherr, and C. Buss. 2011. Investing in Trees and Landscape Restoration in Africa: What, Where, and How. Washington, DC: Program on Forests (PROFOR). Available at <http://www.profor.info/knowledge/mobilizing-private-investment-trees-and-landscape-restoration>

Additional

1. **KP 1.3a – Multi-functionality of agroecological intensification systems: practices, scale, and impacts on food production, biodiversity, and ecosystem services** – Garbach, K, JC Milder, FAJ DeClerck, M Montenegro, L Driscoll, B Gemmill-Herren. *In submission*. Closing yield and nature gaps: multi-functionality in five systems of agroecological intensification.
2. **KP 3.3a – Conserving and managing agricultural biodiversity at landscape scale, for nutrition, resilience and adaptation to environmental change (literature review, case study analysis)** –Mijatovic D, H Gruberg, S Sthapit, Y Morimoto, R Udas, R Pudasaini, R Gonzales, X Cadima, P Maundu, P Eyzaguirre. *In submission*. Agrobiodiversity – a link between resilience and conservation.
3. **KP 4.5 – Impact of producer movements to support or undermine diversified farming systems** – Hart, A.K., P. McMichael, J.C. Milder, S.J. Scherr. 2014. “Multi-functional landscapes from the grassroots? The role of rural producer movements” (*submitted*).
4. **KP 5.3 – Toward landscape approaches to eco-certification (eco-standards)** – Hart, A., C. Planicka, L. Gross and L. E. Buck. 2014. Landscape Labeling: A marketing approach to support integrated landscape management. Framework document for landscape leaders. Washington, DC. EcoAgriculture Partners. (*in preparation*)
5. **KP 5.5 – Market-based mechanisms to support integrated landscape development** – Mankad, K., S.J. Scherr, J. Haggard, D. Philips, R. Kumar. “Inventory of Market and

Incentive based Mechanisms for Integrated Landscape Management.” Washington DC: EcoAgriculture Partners, on behalf of the Landscapes for People Food and Nature Initiative. (*in preparation*).

Produced later

1. **KP 0.2 – Review of integrated agricultural landscape initiatives in Africa** – Tier 2 data gathering completed; analysis underway.
2. **KP 3.7 – Managing for resilience: framing an integrated landscape approach for overcoming chronic and acute food insecurity**– Planned for early 2014.
3. **KP 6.3a – Policy analysis framework for supporting integrated landscape management** – Planned for April 2014.
4. **KP 8.1 – Agenda for "landscape science" for supporting integrated landscape management** – Planned for 3rd quarter 2014.

Knowledge products



Knowledge
Products_LPFN_Comp

Annex 6: List of potential people to consult /interview

UNEP

Sylvana King

Mohamed Sesay

Richard Munang

UNEP Evaluation Office

UNEP/GEF project manager

GEF Fund Management Officer

UNEP/ROA

Other Project Partners

- Sara Scherr Ecoagriculture
- Melissa Thaxon Ecoagriculture
- Fabrice DeClerck Bioversity International
- Celia Harvey Conservation International
- Doug Brown World Vision

Africa

- Joseph Tanui ICRAF
- Verrah Otiende ICRAF
- H. Joshua W. Irungu Governor Laikipia County Kenya
- David Kuria Kijabe Environment Volunteers (KENVO)
- Leah Mwangi KENVO (njimakenvo@yahoo.co.uk)
- Celine Achieng Projects Coordinator, Kenya Wildlife Conservation Forum, The East African Wild Life Society
- Pablo Ezaguirre Bioversity-International
- DeClerck Fabrice Bioversity-France

Latin America

- Dave Kramer EcoLogic (landscape initiatives with smallholders and communities)
- Ronnie de Camino Director of Ibero-American Model Forest Network, based at Centro Agronomico Tropical de Investigacion y Ensenanza (CATIE)
- Mario Samper Inter-American Institute for Cooperation on Agriculture (IICA)
- Hermes Justiniano with Bosque Modelo Chiquitano, Bolivia

Sri Lanka

- Sujith Director, Biodiversity Secretariat, Ministry of Environment and Renewable Energy

Indonesia

- John Buchanan Conservation International

- Laura Fox

Fauna and Flora International

Annex 7: List of people met during sites visits

1. Mbogo Kamau, Imarisha Naivasha
2. Mildred Menda, East African Wildlife Society
3. Samuel Wakangu Kiarie, KENVO
4. Nelson N. Muiru, KENVO
5. Stephen G. Gikonyo, KENVO
6. Leah W. Mwangi, KENVO
7. Jane W. Mungai, Ministry of Agriculture & Fisheries (Kiambu County)
8. David Wanjohi, LAICONAR Network, Laikipia
9. Nyapla Atenga John, ASDSP, Natural Resource Management, Laikipia
10. Jane Kirimi, ASDSP, Institutional Capacity Development, Laikipia
11. Alex Mutahi Ngatia, LAICONAR, Laikipia
12. Godfrey K. Ndonge, Laikipia
13. Peter Gathimba Ng'ang'a, Laikipia
14. Gedraph Wakiria, Kilimo Biashara, Timau
15. Augustus Nzuki, Kilimo Biashara, Timau
16. Sarah Gathoni Njuguna, Kilimo Biashara, Timau
17. Joshua, Marmanet, Laikipia West
18. Simn M. Muiwa, Marmanet, Laikipia West
19. Collins K. Kogo, Marmanet, Laikipia West
20. Thomas Gichuru, Tree is Life
21. James Chomba Njeru, Naivasha
22. Lucy Chepkochei, YEP Water Programme, Naivasha
23. Susan Muthoni, Water Resource Users Association, Naivasha
24. Silas Wanjala, Lake Naivasha Riparian Association, Naivasha
25. Lydia Biri, Nature Kenya, Naivasha
26. Carol Mutiso, Imarisha, Naivasha
27. Makau Clarence Kang'aru, Imarisha, Naivasha
28. Joshua Irungu, Governor, Laikipia County

Annex 8: LPFN Tools

LPFN Tools

SNV Siting Tool

Tool User: Development Practitioners, Landscape Leader, Local Authority, Subnational / National Government

This siting tool helps to identify areas suitable for sustainable agricultural expansion while mitigating the impact on forests.

Toolkit for the indicators of resilience in socio-ecological production landscapes and seascapes

Tool User: Community Member, Development Practitioners, Landscape Leader

This toolkit provides practical guidance on using a set of 20 indicators designed to capture communities' perceptions of factors affecting the resilience of their landscapes and seascapes.

Community Tool Box

Tool User: Development Practitioners, Landscape Leader

This toolkit provides resources for organizing stakeholders and creating action plans

Gender and Inclusion Toolbox

Tool User: Development Practitioners, Landscape Leader, Researchers

This set of tools supports the integration of gender and social perspectives in climate and agriculture research and program development.

Assisted Natural Regeneration of Trees (ANR / RNA)

Tool User: Community Member, Development Practitioners, Landscape Leader, Researchers

This tool is an approach to agroforestry which relies on local knowledge as well as natural regeneration properties.

Spatial Planning and Monitoring Guide

Tool User: Development Practitioners, Landscape Leader

This guide advises stakeholders on how to collect and create maps from available sources and use them to specify areas where improved landscape benefits are desired and interventions should be planned and monitored.

Soaring Bird Sensitivity Map

Tool User: Development Practitioners, Researchers, Subnational / National Government

This tool provides stakeholders with early access to information on the distribution of soaring bird migration between Europe, the Middle East and East Africa.

Red List of Ecosystems (RLE)

Tool User: Development Practitioners, Researchers, Subnational / National Government

The IUCN Red List of Ecosystems is able to identify which ecosystems are not currently facing significant risks of collapse, and which ones are Vulnerable, Endangered, or Critically Endangered.

Landscape performance scorecard (LPS)

Tool User: Community Member, Development Practitioners, Landscape Leader

The landscape performance scorecard engages stakeholders in scoring and qualitatively assessing their landscape.

Ground-Based Photo-Monitoring (GBPM) Guide

Tool User: Community Member, Development Practitioners, Landscape Leader

This tool describes how to use repeat photography to track landscape changes to monitor and evaluate management practices.

[*Global ForestWatch 2.0*](#)

Tool User: Researchers, Subnational / National Government

The new Global Forest Watch is an interactive near-real-time deforestation alert system.

[*Landscape IMAGES*](#)

Tool User: Development Practitioners, Researchers

A spatially explicit tool for the analysis of the provision of multiple ecosystem services

[*Ecosystem-scale and Multi-sectoral approaches to Landscape Management*](#)

Tool User: Development Practitioners, Researchers. GIS-based study takes into consideration individual and cumulative impacts of multiple stakeholders and the potential within the landscape to compensate for impacts to ecosystems

[*Power ranking tool*](#)

Tool User: Development Practitioners, Landscape Leader, Researchers. A power ranking exercise makes people aware of their rank, and experiences the differences between situational, social, and personal rank.

[*Four Returns Model*](#)

Tool User: Community Member, Development Practitioners, Landscape Leader

A tool to identify the value from restoration for all potential stakeholders involved in the landscape

Watershed Evaluation Tool

Tool User: Development Practitioners, Researchers, Subnational / National Government

Compares watershed biodiversity and ecosystem function importance for current (2005) and future (2050) scenarios

Participatory Rangeland Planning

Tool User: Community Member, Development Practitioners, Landscape Leader, Local Authority

A process that involves multiple rangeland users and stakeholders to generate common action plans and measures for optimal rangeland use

Institutional Landscape Analysis

Tool User: Community Member, Landscape Leader, Local Authority

This tool helps to identify the institutional landscape at landscapes, as being institutions of production, association, meaning and control.

Landcare

Tool User: Community Member, Development Practitioners, Landscape Leader, Local Authority

An approach based on the notion of caring for your land as a community

QUICKScan

Tool User: Community Member, Landscape Leader, Local Authority, Subnational / National Government

QUICKScan is a participatory method supported by a software tool to enhance the exploratory dialogue in a facilitated workshop with policy makers, experts and stakeholders.

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Corporate Ecosystem Services Review

Tool User: Businesses, Landscape Leader

A structured method that helps corporate managers proactively develop strategies to manage business risks and opportunities arising from their company's dependence and impact on ecosystems

[Sentinel Landscapes Initiative](#)

Tool User: Development Practitioners, Local Authority, Researchers, Subnational / National Government

A set of systematic data collection tools that measure environmental and livelihood outcomes, while quantifying environmental and institutional conditions

[Infrared spectroscopy: a diagnostic tool for land health surveillance](#)

Tool User: Researchers

Diagnostic surveillance framework modeled on medical diagnostic approaches for evidence-based management of agriculture and environment

[The Landscapes Portal](#)

Tool User: Development Practitioners, Researchers

The ultimate goal of the Landscapes Portal is to improve our understanding of drivers of change in complex social-ecological systems.

[Biodiversity Risk and Opportunity Assessment \(BROA\)](#)

Tool User: *Businesses, Landscape Leader*

Process to identify the impacts and dependencies of agriculture on biodiversity and ecosystem services (BES)

[Sketch & Match](#)

Tool User: Development Practitioners, Local Authority, Subnational / National Government

Sketch&Match: method used to identify & visualize potential development paths & thus facilitate a decision making process for managers, policymakers & local stakeholders.

Strengthening Rural Institutions

Tool User: Development Practitioners, Landscape Leader

A framework to analyse, plan, initiate, implement, and monitor the development of greater capacity in rural institutions

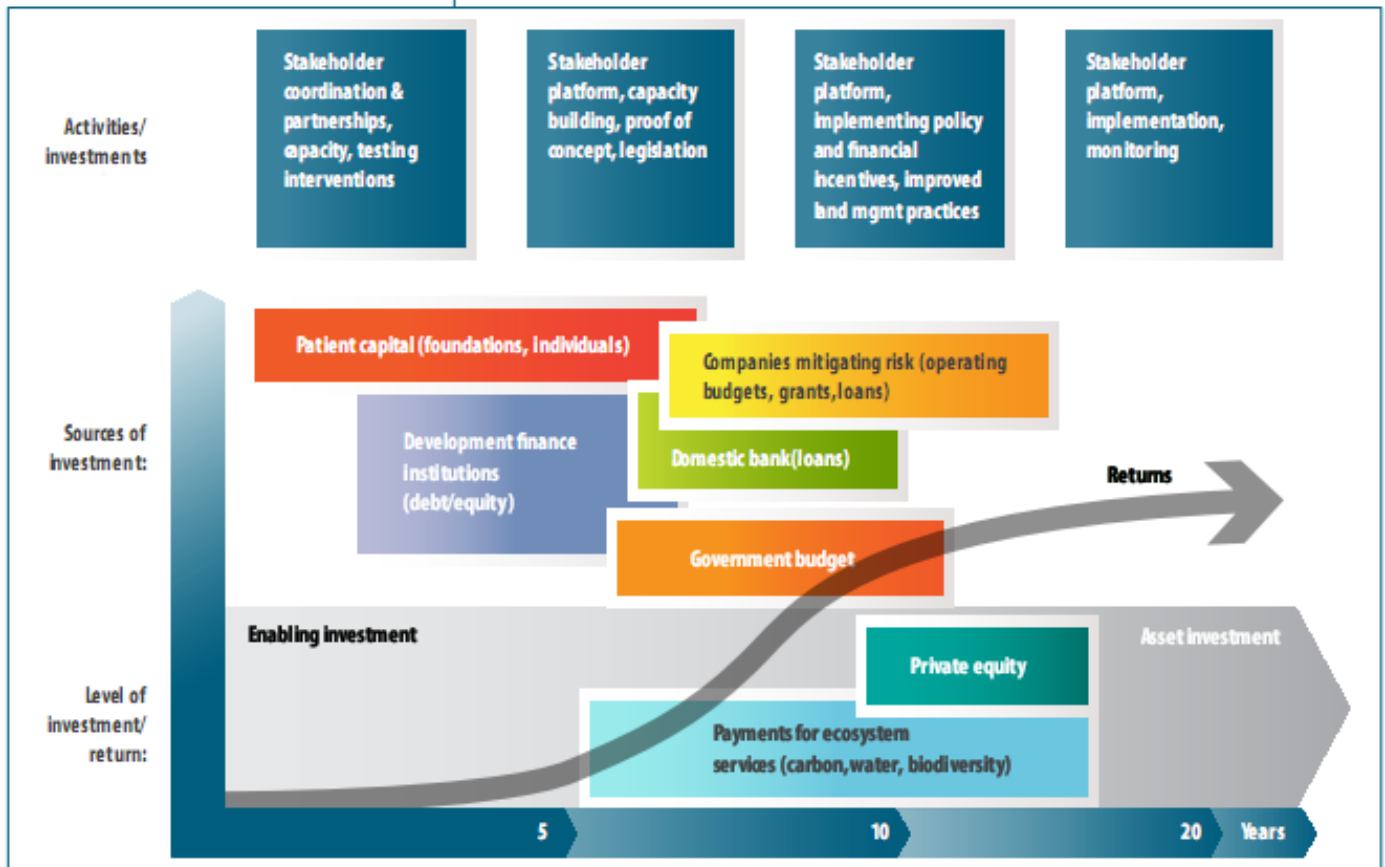
Land Use Planning for Low Emission Development Strategy (LUWES)

Tool User: Development Practitioners, Researchers

LUWES focuses on the local decision-making process. It offers a method for producing an integrated form of land-use planning.

© Partners as the secretariat

Annex 9: Finance pathway and cases studies



An Integrated Landscape Initiative investment Pathway (adapted from Financing Strategies for Integrated Landscapes Investment, Synthesis Report by Seth Shames, Margot Hill Clarvis & Gabrielle Kissinger.

Box 3. PACT, Atlantic Forest, Brazil

Brazil's Atlantic Forest (Mata Atlântica) is one of the Earth's five most important biodiversity "hotspots" and one of the highest priority regions for conservation in the world (UNESCO 2013). A few hundred years ago, this forest covered an area of more than 130 million hectares along the eastern coast of Brazil, the northern tip of Argentina and the eastern part of Paraguay. Within Brazil, less than 12% of the original Atlantic Forest cover remains, spread over isolated fragments less than 50 ha in size (Ribeiro et al. 2009). Most of Brazil's population (60%), economic activity (70%) and a significant amount of agriculture (including cattle, sugarcane, coffee, rubber, banana, and citrus fruit) are located in the Atlantic Forest (World Bank 2008). Due to the past degradation and considerable fragmentation of the remaining Atlantic Forest, restoration is the only means to rebuild and maintain the environmental services and genetic flux of the forest. Due to the strong interdependence between natural capital and the future of the regional and national economy, solutions to social, economic and environmental challenges cannot be addressed in isolation. Integrated landscape management interventions are being pursued in the Atlantic Forest by the PACTO pela Restauração da Mata Atlântica (Atlantic Forest Restoration PACT) and at the state level. This case study focused on activities in one state—Espírito Santo. Related to the overall PACT goals, the state of Espírito Santo has set a goal of reforesting 30,000 ha with native species in critical water areas, over the next few years. Espírito Santo's efforts demonstrate an integrated approach by linking forests, water, rural and urban resource use and demands. Furthermore, it is based on an inter-secretariat approach within government, contains innovative finance mechanisms such as PES, and has the potential for greater coordination between land use practices and access to rural credit, as well as private sector engagement and a federal and state legal framework to support integrated land use interventions.

ENABLING INVESTMENTS

- *Payments for Ecosystem Services (enabling federal law, example of Espírito Santo's state law to implement, based on oil and gas revenues)*
- *Water fees charged to users and polluters by the watershed committees*
- *Funds from environmental compensation and impact mitigation from infrastructure projects*
- *BNDES Atlantic Forest Initiative*
- *Atlantic Forest Conservation Fund (AFCoF II)*
- *Credit for increased livestock productivity (Intensifica Pecuária)*
- *ABC Plan*
- *(Potential) Green stock exchange (BVRio)*

FINANCE INNOVATIONS

- *Federal, state, multi-lateral and private investment is authorized through legislation and coordinated across actors.*
- *Access to rural credit is increasingly linked to improved land management practices. This motivates farmers to better manage land, and align their own investment with improved practices.*
- *At a state-level, Espírito Santo's Reflorestar program directs PES to landholders for improved practices in maintaining standing forest, planting seedlings for forest recovery, natural regeneration, agroforestry, silvopastoral systems and managed forests. The outcomes of the program include improved water supplies to Vitória municipality, lower water treatment costs, reduced flooding and erosion, and improved agricultural practices.*

Box 4. Succulent Karoo Ecosystem Programme, Namaqualand, South Africa

The Succulent Karoo biome extends from southern Namibia down into the southern Cape Province of South Africa, and is the world's only internationally recognized arid biodiversity hotspot. Due to the aridity, degradation from livestock use and water scarcity are both of concern. The Namaqualand Priority sub-region of the Karoo is mineral rich, and a source for diamonds, zinc, heavy sands minerals, gypsum, and granite. Wind erosion from mining sites is a long-term soil degradation concern. Most of the region is used as communal or commercial grazing. Although this land use can be compatible with the maintenance of biodiversity, overgrazing has severely degraded as much as two-thirds of this area. The Succulent Karoo Ecosystem Programme (SKEP) evolved as a bioregional conservation and development program, seeking to develop conservation as a land-use rather than instead of land-use, led by Conservation South Africa (CSA). The SKEP coordinating unit is now housed within the South African National Biodiversity Institute (SANBI), a parastatal entity.

ENABLING INVESTMENTS

- *Critical Ecosystem Partnership Fund (CEPF): Succulent Karoo Ecosystem Programme and SKEPPIES*
- *Global Environment Facility: Support for Namaqua National Park and Livelihood activities around Richtersveld Community Based Conservation Project*
- *Development Bank Of Southern Africa (DBSA), Citigroup Foundation, and the Ford Foundation: SKEPPIES*
- *DeBeers South Africa: Development of model land-use closure plan*
- *Leslie Hill Succulent Trust (administered by WWF): Land protection*
- *Municipal budget allocations: Planning and some implementation (low capacity)*
- *Federal budget allocations: SANBI and Department of the Environment and Nature Conservation staff*

FINANCE INNOVATIONS

- *The long-term commitment by the Critical Ecosystem Partnership Fund to invest in convening and catalyze key activities in under-funded geographic priority areas with key sectors, such as agriculture and mining, was crucial.*
- *The SKEPPIES small-grants finance mechanism provides financial assistance for economic development activities that contribute to the restoration and protection of nature.*

Box 5. Imarisha Naivasha, Lake Naivasha, Kenya

The Lake Naivasha water catchment, in the Rift Valley of Kenya, is a RAMSAR site, an Important Bird Area and on UNESCO's World Heritage tentative list. It stretches over 3,400 square kilometers, draining the Aberdare and Eburu forests. The catchments' natural abundance has attracted considerable settlement and development over the last twenty years, significantly degrading ecosystem services. Between 1963 and 2011 the population in the region increased from 43,000 to almost 750,000 people (Imarisha Naivasha Board, 2012). The lower catchment area around the Lake contains a range of land uses including pastoralism, wildlife conservation, commercial horticulture, smallholder farming, horticultural irrigation, tourism, fishing, urban development, settlement and geothermal power generation. Poor farm practices in the upper catchment, especially cultivation on steep slopes and on the riverbanks, illegal logging and charcoal burning have resulted in widespread depletion of forests, erosion and water quality concerns downstream.

The evolution of this integrated landscape initiative started twenty years ago, with identification of risks from slash-and burn agriculture in the Aberdares uplands, followed by rapid growth of the cut-flower industry in the lower catchment around Lake Naivasha. Stakeholders identified a need to collaborate to affect water quality and forest conservation. However, the drought of 2008-2009 was a defining moment that illustrated to the range of stakeholders in the watershed their environmental service exposure and risk. This experience motivated greater coherence of the integrated management needs between sectors, and Imarisha Naivasha was born as a response to this need. Imarisha Naivasha is a public-private partnership, with a board that represents all key stakeholders. The Imarisha Naivasha Board and secretariat is anchored to the government through the Kenyan Ministry of Environment, Water and Natural Resources.

ENABLING INVESTMENTS

- *UK retailers: ASDA, Tesco, Marks and Spencer and Sainsbury's, LNGG (including Finlay's contributions as a LNGG member): Funded finalization of plans (SDAP and LNIMP), 'no-regret' activities, Imarisha operating funds*
- *German-Austrian supermarket REWE and Swiss-Coop: Funded related University of Leicester research*
- *Government of Kenya, District government, Town of Naivasha: Imarisha operational support, dedicated funding through line ministries, sewage treatment and water provision and management in Naivasha town*
- *Kenyan Embassy of the Kingdom of the Netherlands and Regional Water Authorities in the Netherlands: Programme on integrated water resources management and capacity building of institutions, hydrological models*
- *CIDA – Canada, GIZ – Germany: Water stewardship*
- *UK DfID: Support to WWF- Climate change scoping and adaptability*
- *NGO and development partners, WWF, SNV, Twente University (ITC): Water resources management pass-through grants/investments*
- *Equity Bank, Kenya: Low-interest loans for small-scale dams*

FINANCE INNOVATIONS

- *Water user fees: local water user associations play a larger role in collecting fees and monitoring water use. Imarisha is investigating how a surcharge on all water use fees could support basin sustainability.*
- *There is PES for some upper catchment farmers; however, unclear how to scale from >1000 farmers to 250,000 smallholders.*
- *There is a proposal for the Lake Naivasha Basin PPP Sustainable Development Fund (LNB-3P-SDF), which would be funded by a price premium from Naivasha flowers sold in the EU, water user fees, and other revenues.*

Annex 10: UNEP Evaluation Quality Assessment

Evaluation Title:

Terminal Evaluation of the Project “A Global Initiative on Landscapes for People, Food and Nature” GEF ID 4806.

All UNEP evaluations are subject to a quality assessment by the Evaluation Office. The quality assessment is used as a tool for providing structured feedback to the evaluation consultants.

The quality of both the draft and final evaluation report is assessed and rated against the following criteria:

	UNEP Evaluation Office Comments	Draft Report Rating	Final Report Rating
Substantive report quality criteria			
A. Quality of the Executive Summary: <i>Does the executive summary present the main findings of the report for each evaluation criterion and a good summary of recommendations and lessons learned? (Executive Summary not required for zero draft)</i>	Draft report: The executive summary was a fair summary of the draft report. Final report: The Executive summary captured the main findings, recommendations and lessons of the main report.	4	5
B. Project context and project description: <i>Does the report present an up-to-date description of the socio-economic, political, institutional and environmental context of the project, including the issues that the project is trying to address, their root causes and consequences on the environment and human well-being? Are any changes since the time of project design highlighted? Is all essential information about the project clearly presented in the report (objectives, target groups, institutional arrangements, budget, changes in design since approval etc.)?</i>	Draft report: An adequate project description was provided. The description lacked detail on any implementation or management issues and largely summarised the situation at design stage. Final report: The final version was largely unaltered from the draft version	4	4
C. Strategic relevance: <i>Does the report present a well-reasoned, complete and evidence-based assessment of strategic relevance of the intervention in terms of relevance of the project to global, regional and national environmental issues and</i>	Draft report: This was adequately covered. Final report: This was largely unaltered from the draft version.	5	5

<p>needs, and UNEP strategies and programmes?</p>			
<p>D. Achievement of outputs: Does the report present a well-reasoned, complete and evidence-based assessment of outputs delivered by the intervention (including their quality)?</p>	<p>Draft report: The description focussed mainly on work undertaken in Kenya, the outputs generated from other landscapes included in the scope of the project were insufficiently covered.</p> <p>Final report: The final report includes a more comprehensive description of project outputs. The outputs developed under Component 2 of the project are covered in much more detail than this under Component 1.</p>	2	3
<p>E. Presentation of Theory of Change: Is the Theory of Change of the intervention clearly presented? Are causal pathways logical and complete (including drivers, assumptions and key actors)?</p>	<p>Draft report: The ToC although fairly simplified gives a good overview of the project although it lacks the detail to enable the differentiation of actions/pathways that apply at for the diverse array of actors that operate at different scales.</p> <p>Final report: The ToC remained unchanged.</p>	4	4
<p>F. Effectiveness - Attainment of project objectives and results: Does the report present a well-reasoned, complete and evidence-based assessment of the achievement of the relevant outcomes and project objectives?</p>	<p>Draft report: The report needs to strengthen its analysis of work undertaken in LAC and Asia. There is an over emphasis on results achieved in Kenya. The performance of the project needs to be assessed in a more comprehensive manner.</p> <p>Final report: The report was revised to include a more comprehensive assessment of performance across regions and countries</p>	2	4
<p>G. Sustainability and replication: Does the report present a well-reasoned and evidence-based assessment of sustainability of outcomes and replication / catalytic effects?</p>	<p>Draft report: The report needs to strengthen its analysis of the sustainability and replication of work undertaken in LAC and Asia. There is an over emphasis on Kenya. The performance of the project needs to be assessed in a more comprehensive manner.</p> <p>Final report: The report was revised to include a more comprehensive assessment of performance across regions and countries</p>	3	4
<p>H. Efficiency: Does the report present a</p>	<p>Draft report: There is a succinct but well-</p>	4	4

<p><i>well-reasoned, complete and evidence-based assessment of efficiency? Does the report present any comparison with similar interventions?</i></p>	<p>reasoned assessment</p> <p>Final report: The analysis remains broadly the same.</p>		
<p>I. Factors affecting project performance: Does the report present a well-reasoned, complete and evidence-based assessment of all factors affecting project performance? In particular, does the report include the actual project costs (total and per activity) and actual co-financing used; and an assessment of the quality of the project M&E system and its use for project management?</p>	<p>Draft report: Information on costs in relation to project activities is limited, other issues are fairly presented.</p> <p>Final report: The report is broadly the same as the draft</p>	4	4
<p>J. Quality of the conclusions: Do the conclusions highlight the main strengths and weaknesses of the project, and connect those in a compelling story line?</p>	<p>Draft report: Conclusions need to consider the 'distance' between the immediate outcomes and the intended impact.</p> <p>Final report: This has been improved to a limited extent.</p>	3	4
<p>K. Quality and utility of the recommendations: Are recommendations based on explicit evaluation findings? Do recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?'). Can they be implemented?</p>	<p>Draft report: Recommendations are adequate but needs to better consider that the present project is operationally complete.</p> <p>Final report: Recommendations have been modified and target new project designs or known follow-on initiatives.</p>	3	4
<p>L. Quality and utility of the lessons: Are lessons based on explicit evaluation findings? Do they suggest prescriptive action? Do they specify in which contexts they are applicable?</p>	<p>Draft report: Lessons very generic but are adequate</p> <p>Final report: Lessons have been modified and are somewhat improved.</p>	3	4
Report structure quality criteria			
<p>M. Structure and clarity of the report: Does the report structure follow EO guidelines? Are all requested Annexes included?</p>	<p>Draft report: Adequate</p> <p>Final report: Adequate</p>	4	4
<p>N. Evaluation methods and information sources: Are evaluation methods and information sources</p>	<p>Draft report: Over reliance on findings from Kenya. The evaluator unable to visit other locations due to budget constraints.</p>	2	3

<i>clearly described? Are data collection methods, the triangulation / verification approach, details of stakeholder consultations provided? Are the limitations of evaluation methods and information sources described?</i>	Final report: Information sources were broadened and the evaluator undertook a more comprehensive desk review of work completed in other regions and countries.		
O. Quality of writing: Was the report well written? (clear English language and grammar)	Draft report: Adequate Final report: Adequate	4	4
P. Report formatting: Does the report follow EO guidelines using headings, numbered paragraphs etc.	Draft report: Adequate Final report: Adequate	4	4
OVERALL REPORT QUALITY RATING		MU	MS

The quality of the evaluation process is assessed at the end of the evaluation and rated against the following criteria:

	UNEP Evaluation Office Comments		Rating
Evaluation process quality criteria			
Q. Preparation: Was the evaluation budget agreed and approved by the EO? Was inception report delivered and approved prior to commencing any travel?		Yes	5
R. Timeliness: Was a TE initiated within the period of six months before or after project completion? Was an MTE initiated within a six month period prior to the project's mid-point? Were all deadlines set in the ToR respected?	The TE was initiated on time and the evaluation run to schedule until after the fieldwork was completed. There was a delay in the submission of the draft report and again a delay in the process of receiving comments and revision the report to reach a satisfactory final version	No	3
S. Project's support: Did the project make available all required documents? Was adequate support provided to the evaluator(s) in planning and conducting evaluation missions?		Yes	5
T. Recommendations: Was an implementation plan for the evaluation recommendations prepared? Was the implementation plan adequately communicated to		Yes	4

<i>the project?</i>			
U. Quality assurance: Was the evaluation peer-reviewed? Was the quality of the draft report checked by the evaluation manager and peer reviewer prior to dissemination to stakeholders for comments? Did EO complete an assessment of the quality of the final report?		Yes	5
V. Transparency: Were the draft ToR and evaluation report circulated to all key stakeholders for comments? Was the draft evaluation report sent directly to EO? Were all comments to the draft evaluation report sent directly to the EO and did EO share all comments with the commentators? Did the evaluator(s) prepare a response to all comments?		Yes	5
W. Participatory approach: Was close communication to the EO and project maintained throughout the evaluation? Were evaluation findings, lessons and recommendations adequately communicated?	The GEF Task Manager retired before the TE was finalised. There has been a gap in the recruitment of his successor.	Partially	3
X. Independence: Was the final selection of the evaluator(s) made by EO? Were possible conflicts of interest of the selected evaluator(s) appraised?		Yes	6
OVERALL PROCESS RATING			4.5

Rating system for quality of evaluation reports

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1

The overall quality of the evaluation report is calculated by taking the mean score of all rated quality criteria.