

Terminal Evaluation of the UNEP Project
“Africa’s Coexistence Landscapes:
Securing their future for people, elephants and other
wildlife” (PIMS ID 2047)
(2019-2022)



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The evaluation consultant hopes that the findings, conclusions, and recommendations will contribute to the successful finalisation of the current project, formulation of a next phase and to the continuous improvement of similar projects in other countries and regions.

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About the Evaluation

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Brief Description: This report is a Terminal Evaluation of a UNEP project implemented between 2019 and 2022. The project's overall development objective was identified as: "future security and wellbeing of people, elephants and other wildlife in key African coexistence landscapes is secured". The evaluation sought 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, and the relevant agencies of the project participating countries.

Key words: Landscape management; wildlife management; landscape restorations; ecosystem restoration; biodiversity protection and conservation; ecosystem management; protected areas; transboundary wildlife

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List of acronyms and abbreviations

ACL	Africa's Co-existence Landscapes
AEAP	African Elephant Action Plan
AU	African Union
CBD	Convention on Biological Diversity
CBNRM	Community-Based Natural Resource Management
CoP	Conference of the Parties
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
ESARO	Eastern and Southern Africa Regional Office
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
GEF	Global Environment Facility
IIED	International Institute for Environment and Development
IUCN	International Union for the Conservation of Nature
JRC	Joint Research Centre
KAZA TFCA	Kavango-Zambezi Transfrontier Conservation Area
LWP	Landscapes, Wildlife and People
MLGRD	Ministry of Local Government and Rural Development
PA	Protected Area
PIMS	Project Management Information System
PoW	Programme of Work
ProDoc	Project Document
rTOC	Revised theory of change
SADC	Southern African Development Community
SGP	Small Grants Programme
SIDA	Swedish International Development Agency

TE	Terminal Evaluation
TFCA	Transfrontie Conservation Area
TNS	Tri-national de la Sangha
TOC	Theory of Change
UNCT	United Nations Country Team
UNEP	United Nations Environment Programme
ZimParks	Zimbabwe Parks and Wildlife Management Authority

Project identification

Table 1: Project Identification Table

UNEP PIMS ID:	2047		
Implementing Partners	Secretariat of the Kavango-Zambezi Transfrontier Conservation Area (KAZA) University of Bergen (Norway) Nova University Lisbon		
Relevant SDG(s) and indicator(s):	15.5.1, 15.9.1, 15.3.1, 15.6.1 and 15.a.1, and relevant targets of goals 1, 2, 12 and 14		
Sub-programme:	Healthy and Productive Ecosystems - SP3 in MTS 2018 -2021 (now Nature Action SP in MTS 2022-2025)	Expected Accomplishment(s):	EA (a): The health and productivity of marine, freshwater and terrestrial ecosystems are institutionalized in education, monitoring and cross-sectoral and transboundary collaboration frameworks at the national and international levels EA (b): Policymakers in the public and private sectors test the inclusion of the health and productivity of ecosystems in economic decision- making
UNEP approval date:	26 February 2019	Programme of Work Output(s):	(a) 2. Technical assistance and partnerships on effective conservation measures and monitoring thereof (ecosystem management, ecological representativeness and connectivity) (a) 6. Development and dissemination of tools and methodologies for integrated ecosystem management (a) 7. Support to cross-sectoral institutional frameworks and agreements for ecosystem management (b) 1. Support to public institutions to pilot the inclusion of eco- system health and resource availability considerations in

			economic decision-making
Expected start date:	1 November 2018	Actual start date:	26 February 2019
Planned operational completion date:	30 November 2020	Actual operational completion date:	31 October 2022 ¹
Planned total project budget at approval:	USD 1,947,908 ²	Actual total expenditures reported as of 20th October 2022:	USD 1,986,121
Planned Environment Fund allocation:	USD 174,087	Actual Environment Fund expenditures reported as of [date]:	USD 288,728
Planned Extra-Budgetary Financing:	USD 1,852,922	Secured Extra-Budgetary Financing as of August 2023:	USD 1,685,439
		Actual Extra-Budgetary Financing expenditures reported as of August 2023:	USD1,378,944.97
First disbursement:	07 December 2018	Planned date of financial closure:	31 January 2023
No. of formal project revisions:	2	Date of last approved project revision:	04 October 2022
No. of Steering Committee meetings:	0	Date of last Steering Committee meeting:	No formal SC was established
Mid-term Review/ Evaluation³ (planned date):	N/A	Mid-term Review/ Evaluation (actual date):	N/A
Terminal Evaluation (planned date):	01/06/2020	Terminal Evaluation (actual date):	March – September 2023
Coverage - Countries⁴:	Botswana, Zimbabwe, Cameroon, Central African Republic, Republic of Congo.	Coverage - Region:	Africa
Dates of previous project phases:	N/A	Status of future project phases:	A different project for Zimbabwe was approved under GEF-7 in 2022.

¹ As per approved Project Revision 2 (October 2022)

² As per approved ProDoc (February 2019)

³ UNEP policies require projects with planned implementation periods of 4 or more years to have a mid-point assessment of performance. For projects under 4 years, this should be marked as N/A.

⁴ Note: initially (ProDoc 2019), the project was supposed to be implemented in nine countries (Angola, Botswana, Cameroon, Central African Republic, Republic of Congo, Gabon, Namibia, Zambia, Zimbabwe). The project manager confirmed that the scope was reduced to five countries during the early stage of the project implementation.

Executive Summary

Introduction

1. This document serves as the Terminal Evaluation (henceforth TE) of the “Africa’s Coexistence Landscapes: Securing their future for people, elephants and other wildlife” (ACL) project (PIMS ID 2047). The United Nations Environment Programme (UNEP) implemented the project through the Secretariat of the Kavango-Zambezi Transfrontier Conservation Area (KAZA), University of Bergen (Norway) and Nova University Lisbon, which served as implementing partners. The total project cost at design was USD 1,947,908 financed by the European Union (EU) and the Environment Fund (in kind contribution); by the end of project duration the project expenditures were of USD 1,986,121. The project was carried out from 2019-21 and no mid-term evaluation was conducted. Interim reports were provided to the donor and a final report was submitted to the EU on February 17, 2023.
2. The core problem that the ACL project sought to address is the ongoing degradation, fragmentation and loss of natural landscapes in sub-Saharan Africa, impacting the survival of African elephants and other wildlife, as well as the livelihoods of the human communities cohabitating these landscapes. The underlying cause of this loss and degradation was identified as intensifying human development drivers and incentives—such as increased demand for agricultural production— that predispose land-use and development choices at the cost of wildlife populations, habitats and corridors.
3. UNEP’s ACL project sought to understand and articulate the critical land-use and economic transformation drivers underpinning the degradation and loss of habitat for elephants and other species in sub-Saharan Africa, and to identify innovative solutions for securing landscapes for the benefit of both elephants and people. The project’s objective was to ensure “future security and wellbeing of people, elephants and other wildlife in key coexistence landscapes in Africa.”⁵ Identifying and understanding of human development drivers and incentives was central to the ACL problem analysis. The project was initially to be carried out in the Kavango Zambezi Transfrontier Conservation Area (KAZA TFCA)⁶ and the Tri-national de la Sangha (TNS) Transfrontier Conservation Area⁷. However, due to the COVID-19 pandemic and associated health protocols, the project was only implemented on the ground in a limited zone in the KAZA landscape, concerning Zimbabwe and Botswana. While digital activities and communication activities were still conducted in TNS, activities at field-level were not undertaken.

Purpose

4. In line with the UNEP Evaluation Policy⁸ and the UNEP Programme Manual⁹, the TE was undertaken at operational completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and

⁵ ProDoc, 2019

⁶ Spans across Angola, Botswana, Namibia, Zambia and Zimbabwe

⁷ Spans across Cameroon, Central African Republic and the Republic of Congo

⁸ UNEP Evaluation Policy (2022). Available online at: <https://wedocs.unep.org/handle/20.500.11822/41114>

⁹ UNEP Programme Manual Available online at: <https://wecollaborate.unep.org>

impacts (actual and potential) stemming from the project, including their sustainability. The TE has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP, the Secretariat of the Kavango-Zambezi Transfrontier Conservation Area (KAZA) and the University of Bergen (Norway). The TE seeks to identify lessons of operational relevance for future project formulation and implementation, especially as this pilot project was designed with a follow up phase in mind, and as some aspects of the project may be replicated in other landscapes. The findings of the TE will benefit:

- National authorities conducting policy development in the target sites;
- Regional and local authorities addressing land use, national planning, biodiversity, environmental management, tourism, agriculture, wildlife management, and water resources management
- Civil Society Organizations (CSOs) working on wildlife protection, increasing women and youth participation, or developing livelihoods and contributing sustainable development
- Other communities seeking to replicate a similar project that wish to observe the lessons learned and recommendations
- Project management team of the follow-up phase
- Donors and international organizations operating in the region
- Researchers and academics

Key findings

5. A key strength of the project was the development and socializing of a systems approach to landscape management, whose process was perceived as useful by national stakeholders, particularly in the way it engaged intersectoral stakeholders towards a shared agenda. Consulted stakeholders all noted that the facilitation of project workshops socializing this approach were excellent, and that the project was able to convey the value of the systems approach.
6. Stakeholders also noted that the project facilitated intersectoral communication and understanding. While government institutions have tendencies to compete with one another in other fora, stakeholders noted that the sessions organized by the project facilitated effective discussion, showcased how sectoral interests could impact a landscape and other natural resources, and enhanced appreciation of intersectoral considerations.
7. Stakeholders further noted that the project appeared to be facilitated by what was perceived as a highly skilled team in terms of content. The workshops were well-delivered and showcased unique expertise.
8. The project was highly efficient and took on strategies to avoid bottlenecks of staffing, logistics and procurement. Other than software licenses, the project avoided procurement to prevent delays. Links were established with the UNDP Country Office in Botswana to ensure smooth logistics and UNEP staff were deployed as needed to fill staffing gaps.
9. One of the strengths of the project was the partnership and integration of UNEP and diverse academic partners as a project management team, in supporting the project despite challenging COVID-19 times, and of collaborating together in processing

complex data and presenting it in palatable ways to local actors. While there was no formal project steering committee with oversight, the project management team was efficient, effective and communicative.

10. What was less successful, was the uptake of the project's outputs. While the process by which to produce the outputs generated innovative discussions, the leveraging of said outputs appears to be a challenge. At the time of writing, none of the national stakeholders interviewed were found to be using the systems modelling tools developed by the project. There was also no measurable uptake of the policy recommendations. The lack of ownership at the country-level of the project inhibited accountability and sustainability of project deliverables.
11. Further, the results framework was inadequate in that it reflected a substantial gap between outcome and impact—the desired impact cannot be fulfilled by the project's outcome given the way the project is structured. The design documents identified this project as a pilot with an anticipated phased approach to achieve the overall impact. An interim phase though referred to in the narrative, is not provided in the results framework. The overarching impact of the results framework should either be downscaled to account for what the project could achieve in the pilot, or details of how this phase would feed into a second one should have been provided in the results framework to render the impact attainable.
12. Insufficient country ownership was a significant impediment to the success of the project. When trying to organize an evaluation mission, it became clear that stakeholders were either unaware of the project, unaware that it had ended, or unclear about what the activities of the initiative were beyond workshops. The lack of a project manager in country, the lack of country engagement at the design phase, and the challenges posed by COVID-19 all contributed to a lack of country ownership.
13. There was an interesting dichotomy when examining the question of ownership: While documents reveal that on the project management side there was an impression that there was ownership of the project (Final Donor Report, 2023) because of the inputs that informed systems modeling and policy dialogues, at the national level stakeholders expressed that they felt this project was carried out from outside without appropriate anchoring within national ministries. It also raised the issue that participation and engagement in workshops is not necessarily reflective of ownership or drivenness.
14. The lack of capacity-building was noted as an impediment by interviewed stakeholders. They noted that while simulations and presentations were provided on the systems approach, this was not the same as building capacity on these issues. The ability to take some of the project's outputs forward was not built or strengthened.
15. The project was a pilot with limited budget and time-bound during the pandemic. Despite these challenges, it would be necessary to consider how to render it more sustainable; at the time of writing the report there is little evidence for sustainability of results. Perhaps this requires broader institutional thinking on how to situate pilots within a baseline of activity so as to have follow up. Based on national consultations, there is a real risk that the project deliverables will remain in emails and reports without uptake.

Conclusions

16. The ACL project demonstrated the usefulness and relevance of the systems approach in the KAZA landscape to concerned stakeholders. Based on all the consultations and documentary analysis, there is evidence that a great deal of data, research and information was processed to develop systems modelling tools that were presented to stakeholders. These tools incorporated stakeholder inputs and feedback.
17. The project was well-aligned with UNEP, donor and national, and regional priorities. The project's emphasis on addressing the drivers of ecosystems degradation make it very relevant to numerous international conventions, environmental and social concerns, and human livelihoods and wildlife conservation. There is complementarity between this initiative and other wildlife projects and interventions underway by the donor and encapsulated in KAZA plans.
18. Overall, the quality of project design was moderately satisfactory. The results framework seemed focused mainly on information/knowledge generation, tool/model development for landscape governance and management—as manifested through changes anticipated in policy and planning frameworks. Yet, the overall objective appears considerably loftier and seems unattainable given the scale of planned activities and the challenges imposed by the COVID-19 pandemic. While human-wildlife conflict is represented in the project design documents, concrete interventions on conflict, other than simulations, are not evident. As noted by some stakeholders, the project has had no effect on human-wildlife conflict.
19. The COVID-19 pandemic, and the associated security protocols and limitations of travel, prevented many of the face-to-face interventions planned, and led to delays and no-cost extensions. This responds to the strategic question: **“What changes were made to adapt to the effects of COVID-19, and how might any changes have affected the project's performance?”** While the project employed many adaptive measures to interact with stakeholders, such as digital workshops, webinars, consultations, validation and no-cost extensions, much of the momentum was lost following initial in-person workshops. Despite this, the project team engaged actively with one another, weekly, and was able to meet its milestones. These challenges also meant that the project changed its sites of interventions. While both the TNS and KAZA were targeted for intervention, “field activities” were only carried out in KAZA. TNS was not visited during project implementation. The project management team had to curtail face-to-face activities and the validation workshop and webinars were implemented online. The team tried to accommodate those without reliable access by reaching out on WhatsApp, when possible, but it was challenging to use this mechanism for presentations.
20. There is evidence of digital activities and interviews taking place in TNS, but with no follow up from the national stakeholders in the landscape, there is no way to understand what the effects or impacts of the project were, and whether they perceived this as a project given that no activities had technically been carried out in the landscape. This thus provides a response to the strategic question: **“In light of the fact in three project countries (Cameroon, Central African Republic, Republic of Congo) activities were implemented online, was there a significant variation of results achieved in these countries compared to the other two (Botswana and Zimbabwe) due to the different project implementation modality (in person and not)?”** Given that there was no response from the stakeholders consulted in the TNS region, there is no way of ascertaining what the difference in results were. However, one can assume that the lack of response indicates a lack of knowledge or involvement with

the project. One can also assume, given the positive response from informants from the KAZA landscapes about the in-person workshops, that without those, the key aspects of the project were not delivered and were unable to foster the engagement seen in KAZA. Stakeholders in the KAZA landscape also mentioned a lack of knowledge on the project status, this despite having attended project events, and one can thus assume that this could have been the case in TNS. These are mere assumptions; without feedback from stakeholders they remain unconfirmed.

21. Overall, the project was able to produce the outputs and outcome anticipated by the project – but the extent to which this was achieved is discussed in greater detail within the report. Some of the indicators measuring progress were not as clear as they could have been: on the outcome level, there were no indicators measuring gender, increase in knowledge or awareness, or policy results. The use of the term “endorse” in some of the indicators, did not measure the scale of achievement. Whether endorsement meant simply being informed, or something more tangible such as initiating policy change processes, left the success nebulous as it was unclear what changes were really anticipated at the outcome level of the project; the transition from outputs to outcome was slight. That being said, it is noted that the project was a pilot with a limited budget and timeframe. Taking this into account, it would be necessary to either plan a follow up phase to achieve the anticipated impact, or lower the scale of anticipated impact. The project has a fairly high-level intended impact and the project is not structured to be able to deliver it based on the results framework of the project, without a second phase.
22. As a result, and in response to the strategic question: “To what extent was the project approach successful in ensuring coexistence between people and wildlife (achieve human development and wildlife conservation goals in harmony) in the two targeted landscapes?”, the TE concludes that the project has had no visible, measurable, or documented effect on coexistence issues between people and wildlife. Thus far, the project has generated data, analysis and shared knowledge and appreciation on the systems approach, but there is no evidence of uptake and application. As noted by many stakeholders, the project has been more of a theoretical exercise, and the tools generated by the project have yet to be applied or implemented. Tangible interventions to manage conflict as a result of this project, have not been undertaken.
23. Without any evidence of uptake of outputs, there is a reduction of the likelihood of impact. The assumptions remained relevant and some of the drivers held, however, critical aspects such as capacity building were not influenced by the project which reduce likelihood of impact, especially as stakeholders voiced that the lack of capacity building as a gap in the project. Overall capacity building, ownership, higher-scale outcomes that account for and leverage attitudinal changes, values and new knowledge, and a follow up project to support the progression of this project towards higher-level outcomes and eventually long-term impact.
24. The project’s financial management was highly satisfactory, and there was adherence to UNEP’s procedures, reporting and completeness of financial information. However, the project had four consecutive FMOs which created a lack of continuity and adds burden on project management to socialize new members of the team. UNEP, as an institution, may have to consider the level of engagement and continuity it wants its FMOs to have in projects, so as to support a team spirit in implementation, rather than being consulted ad hoc. and seen as interchangeable.
25. Given the challenges with COVID-19, the large scope of the landscape, and the project delays, the project has been efficient at managing its resources. It has limited

procurement to avoid delays, it has sought staffing through UNEP personnel, it has sought the support of UNDP to assist with logistical support and used digital means to carry out activities during COVID-19 travel restrictions.

26. The monitoring and reporting overall was moderately satisfactory. There was no budgeted monitoring plan and there was a lack of gender monitoring. Adequate reporting was done according to donor requirements and PIMS reports were filed.
27. The project faces significant sustainability challenges as there is no evidence of uptake of project outputs at the national level, and as a second phase is not yet confirmed. As this pilot has generated modelling tools and fostered intersectoral discussions and new knowledge about the systems approach, there is the opportunity to leverage some of these successes in other initiatives. Draft research is underway to document this project experience and may offer insights for other landscapes and regions, if utilized. It is highly unlikely that without an influx of resources results can be sustained.
28. The results of the project are highly dependent on the policies, institutional frameworks and governance mechanisms that follow. Whether systems thinking becomes a part of the sectoral approach is ultimately what will sustain the project results, and what the project hoped to achieve. The project thus has a high dependency on institutional support and uptake and project results are highly sensitive to institutional support. At the time of writing, there is no evidence that any government ministry has taken ownership of project results or has sought to promote it within their work.
29. The project design had a gender marker of 1 (gender partially mainstreamed), but no gender analysis. There was no gender analyst on the project team and gender indicators were missing in the logical framework. Any sex-differentiated information collected did not appear to be integrated into project activities. There is no evidence of a gender strategy of securing empowerment opportunities for women. The budget was not gender responsive. The project also did not consider any inequities in access to resources in the modelling exercises, or any constraints that women may have faced in participating in project activities (e.g. geographic site, time, number of days). As this project was collecting data and establishing modelling tools, there was a lost opportunity for collecting gender-related data in the landscapes, especially relative to human-wildlife conflict. This responds to the strategic question: **“What opportunities were identified to improve the integration of gender and human rights considerations in natural landscape conservation projects, and with what foreseeable benefits to the sustainability of results?”** The only notable opportunity that was seized was documenting the number of women participants and stakeholders in order to document female participation.
30. In terms of environmental and social safeguards, a risk assessment and Social and Economic Review was conducted at design. There is no documented evidence that these were reviewed and adapted during project implementation. However, one of the big risks that were unforeseen was the COVID-19 pandemic, and the risks this posed were regularly discussed, and planned against. As a result, project management had to continually consider how to include stakeholders while ensuring their safety. Aspects like communications were adapted to mitigate for the fact that many did not reside in internet-accessible zones. There does not appear to have been any calculating of the carbon footprint of the project.

31. In terms of communication within the project team, it was deemed effective, timely and successful. The project was able to galvanize individuals from different institutions and expertise, and weekly meetings maintained connection, collaboration and momentum on activities. During periods of data collection and workshop organization, there were more frequent meetings, and these strengthened the team interactions and transparency. Gaps in expertise were filled strategically, (e.g. administration and modelling).
32. In terms of the communication of the project team with stakeholders, the quality of the workshops was commended by all those interviewed. It was noted that the presentations were facilitated by skilled orators who were able to provide information on systems modelling approaches in digestible ways. The inception and policy dialogue workshops were seen as effective in distilling information and for presenting simulations in comprehensible ways. Stakeholders also noted that the structure of the workshops facilitated inter-sectoral communication. A website was also developed. The quality and the use of this website was not commented on by any other stakeholders interviewed, so it is unclear whether national stakeholders used it. When it came to communication about the project status, stakeholders were unclear on what stage the project was at, and what activities would follow. Many thought the workshops were part of the inception activities, and many were unaware that the project had ended. At least three stakeholders mentioned that the timelines, milestones and achievements were not communicated.
33. Stakeholders interviewed were aware that the project was about the systems approach and intersectoral decision-making and implications on landscapes. This leads one to make the assessment that one of the clear messages of the project was shared successfully. There was opportunity for stakeholder feedback through the project. As the modelling process required data from stakeholders, there was also communication on data points. In that sense, the project also had a targeted strategy in that it conferred with stakeholders on whom to approach.
34. There was a Communications and Visibility Plan developed early in project implementation and website development and simulations were clearly discussed and tested at the project management level. Fliers, presentations, the simulator, and the website were the key communication deliverables. Stakeholders commended the clarity of presentations.
35. It is also necessary to examine the project's contribution to the Landscapes, Wildlife and People Framework Project (LWP), as ACL was the only sub-project implemented under this initiative, and to respond to the **Strategic Question: Since other projects under the UNEP's Landscapes, Wildlife & People (LWP) Framework project were not initiated eventually, to what extent did the ACL project contribute to the Theory of Change (ToC) of LWP Framework project?** As is noted in paragraph 60, the ACL project is well aligned with outputs of the LWP. The level of achievement of the outputs in the ACL project, can be transposed as level of achievement of the outputs of the LWP, given how closely aligned the two are. ACL was able to work towards one of the targets of the LWP outcome, by leveraging new financing by UNEP and partners for landscape conservation initiatives addressing the LWP ToC. The target in LWP was USD 22 million, and the ACL project was able to leverage USD 2,070,209. The other outcome target (# of government led new proposals developed and used for fundraising (Baseline 0; Target: 5), was not achieved by this project.
36. There are two immediate outcomes of the LWP that the ACL project directly contributes to—these include 102.2 “National and sub-national political actors’

awareness and acceptance of the long-term benefits of wildlife conservation and the need to adopt innovative landscape management practices strengthened in selected countries” and “International development decision-makers' awareness of the conservation values of human-wildlife landscapes, degradation trends, and key strategies to generate optimal wildlife and livelihood outcomes strengthened”. These are demonstrable by the policy recommendations formulated, the engagement in the modelling process to inform a systems approach, and the evidence noted under Output 3 of ACL, which demonstrated the disseminating of information to international actors. Overall, the LWP appears to have a theory of change that would be achieved through the aggregation of various projects. In terms of the ACL it was able to contribute fully to the LWP outputs and partially to the main LWP outcome.

Table 2. Summary of project findings and ratings

Criterion	Summary assessment	Rating
Strategic Relevance		HS
1. Alignment to UNEP MTS, POW and Strategic Priorities	Project was well aligned to UNEPs priorities and strategies.	HS
2. Alignment to UNEP Donor/GEF/Partner strategic priorities	Project was well-aligned with the EUs programmatic priorities and was designed to fit within their wildlife purview.	HS
3. Relevance to global, regional, sub-regional and national environmental priorities	The project is well aligned to Conventions (CBD, CCD, CITES) and with national, and regional priorities.	HS
4. Complementarity with existing interventions/ Coherence	There are complementary projects and programmes which provide a supportive baseline environment.	S
Quality of Project Design	The transition from outcome to impact is unrealistic. Project anticipates a second phase but this is not folded into the results framework. Gender indicators are missing and some terminology in the indicators is unclear.	MS
Nature of External Context	COVID-19 created a difficult environment for the project, in particular because of the travel restrictions and inability to meet with stakeholders face to face.	MU
Effectiveness		MS
1. Availability of outputs	The outputs were largely met. There is no evidence of uptake of the outputs however.	S
2. Achievement of project outcomes	The outcome was not at a higher level of results than the outputs. Unclear how much project results were endorsed by senior officials due to lack of uptake.	MS
3. Likelihood of impact	Likelihood of impact is unlikely given that people are already not using the tools developed by the project.	U
Financial Management		HS
1. Adherence to UNEP’s financial policies and procedures	There was adherence to UNEP’s financial policies and procedures	HS
2. Completeness of project financial information	There is completeness of project financial information	HS
3. Communication between finance and project management staff	Communication was adequate however the project had 4 FMOs which is a challenge for continuity	S
Efficiency	Project was efficient in dealing with costs, restrictions, staffing issues	S
Monitoring and Reporting		MS
1. Monitoring design and budgeting	There was no budgeted monitoring plan	U
2. Monitoring of project implementation	Lack of gender indicators. Quantitative indicators used with lack of measurement of qualitative progress along the results chain.	MS

Criterion	Summary assessment	Rating
3. Project reporting	PIMS reports and EU donors were produced.	S
Sustainability		HU
1. Socio-political sustainability	No evidence of uptake in this socio-political context, no evidence that this will change in a different socio-political context	U
2. Financial sustainability	Financial sustainability is unlikely without a second phase. There is no evidence of resources supporting this initiative within the countries.	U
3. Institutional sustainability	Project is highly dependent on institutional engagement and ownership. As there is no evidence of ownership in any ministries institutional sustainability is unlikely	HU
Factors Affecting Performance		MS
1. Preparation and readiness	No Steering Committee established despite being planned; local stakeholders were not engaged in design; external oversight was not present	MU
2. Quality of project management and supervision	Project was well-managed, except for the lack of steering committee or oversight body, and presence at local level	HS
2.1 UNEP/Implementing Agency:	UNEP played both an executing and implementing role and took part in every aspect of the project. Positive and collaborative relations were fostered in the project management team, however local level stakeholders were unclear about the project deliverables and status.	S
2.2 Partners/Executing Agency:	Academic partners engaged actively in the project	HS
3. Stakeholders' participation and cooperation	Stakeholders engaged in project workshops but were generally unaware of project status, milestones. Some important private sector partners were missing (e.g. mining). Lack of political will	S
4. Responsiveness to human rights and gender equality	There was no gender analysis, indicators and plan to improve circumstances/engagement for women. Human rights approach was mentioned only once in design documents as part of the Social and Economic Review note. No further information on how the human rights approach was to be ensured was added.	U
5. Environmental and social safeguards	Environmental and social safeguards were in the design. No calculation of carbon footprint.	MS
6. Country ownership and driven-ness	Country stakeholders did not demonstrate any ownership of the project despite participating actively in workshops. Project is not clearly housed in Ministries for follow up or uptake.	HU
7. Communication and public awareness	Project had a Communications and Visibility plan, developed simulations and a website, and was effective in communicating core elements of the systems approach.	S
Overall Project Performance Rating		MS

Lessons Learned

Lesson Learned #1:	Local, national and regional stakeholders must be engaged at the project design stage to shape a project that is relevant to the national/regional context. Without this engagement there is a risk that project outputs/outcomes will not be included in programmes of work, or rendered sustainable. There is also the risk that the project is delivering results that are not applicable to the national context, or are superfluous to other initiatives underway. There is also the risk that national stakeholders are not sufficiently involved in co-creation of knowledge in usable ways.
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Context/comment:	Country ownership and drivenness was low despite participation and interest. Country input at design could have identified effective mechanisms, partners and shaped the project to be more conducive for uptake, and could have supported ministerial participation to house project outputs.
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Lesson Learned #2:	Participation and engagement in a project is not the same as ownership—and ownership is critical for sustainability. While project participants can engage in workshops and provide data and can appreciate content, there is no certainty that participation will lead to ownership. This is particularly important when developing theories of change and results framework—participation in workshops may not be sufficient to support ownership and must not be framed as the means to that end. Indicators measuring application and use, and transformational potential of outputs/outcomes should be established to assess ownership. The integration of learning, attitudinal shifts, values change, and shifts at policy levels are potential elements that can be explored to study ownership of project results.
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Context/comment:	The project was well structured to encourage participation, engagement and support feedback from stakeholders. However, contributing to the modelling tools, identifying policy pathways, and identifying challenges and possible policy recommendations were not sufficient in ensuring ownership. Some aspects that may have contributed to this is that lack of a national entity housing the project, political will, champions, and capacity building. These need to be considered to promote ownership and drivenness. Mere participation does not indicate that project outputs will be integrated into stakeholder practice.
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Lesson Learned #3:	New tools, methodologies, or technologies have to be presented with value-added so that they are more prone to adoption. The transition to new tools is onerous and unless it provides demonstrable advantages, people are less likely to take them on. Feeding data into new modelling tools can be labour intensive and costly and requires enough of an incentive to be able to do so.
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Context/comment:	In this case, the modelling tools are not providing tangible enough benefits for stakeholders to start using them. Perhaps if this tool had been aligned with some of the reporting countries have to do for CBD, CITES , CCD or UNFCCC, it may have had higher rates of adoption. Moreover, doubts existed for some on the quality and timeliness of the data. The principles behind the fluidity of data could have been better explained to highlight the benefits of use.
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Lesson Learned #4:	Capacity-building must be an integral component of adopting or transitioning to a systems approach to landscape management.
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	Without a capacity-building component practitioners face greater challenges in implementing approaches that they are introduced to, and risk being engaged in systems approach activities only during project duration. This threatens sustainability of results and prevents greater integration of the systems approach which by design requires coordinated, intersectoral and medium-to-long term interventions.
Context/comment:	While the learning-by-doing was effective during workshops and simulations were provided to stakeholders to learn from, this did not provide sufficient capacity to stakeholders to manage the modelling tools, update them with data, and apply them to their work practice. This greatly exposed project results to no uptake.

Lesson Learned #5:	A gender analysis should be part of every project. Every project has its own particular gender risks and opportunities that need to be understood to ensure that opportunities are seized to improve access and empowerment opportunities for women, and to minimize harm and recognize impediments that prevent women's full participation. Without this analysis, there are lost opportunities for women, the risk that a project could be gender blind and inadvertently promote inequities.
Context/comment:	An overarching programmatic gender analysis (in this case Landscapes, Wildlife and People) cannot be applied to specific projects. Each project targets specific sites and communities and may be dealing with a differing set of factors. This project offered great opportunities for collecting data and providing insights into women and landscape resource management and wildlife conflict. A gender analysis at design could have supported a more holistic gender vision through the project.

Lesson Learned #6:	Project management should, if possible, be in the country or region in which a project is being implemented. The remote nature of project management can create a distance between a project and stakeholders. There is also the risk that project managers remain unaware of national considerations, the enabling environment, the policy context, or are unable to foster institutional relationships. There is a risk that the project can be less relevant, or remain sub-optimized for long-term impact.
Context/comment:	While implementing partners (KAZA Secretariat) and a Zimbabwe Consultant were retained to have some national-level contact, this was not sufficient in anchoring the project in the national context. The presence of a project manager can build national relationships that are necessary for endorsement and sustainability of an intervention, and allow for better understanding of the day-to-day impediments that a project may face in the national context.

Recommendations

Recommendation #1:	If a second phase of this project is developed, or similar pilot projects are developed in the future, ensure that a sustainability plan is in place to ensure uptake, continued engagement and use of invested resources, and promote the systems approach in tangible ways beyond the project duration.
Challenge/problem to be addressed by the recommendation:	Pilot projects may be carried out without a sense of continuity due to funding and time constraints. However, in order to render them useful they should be integrated with other activities, or a potential follow up with an institution should be secured. In the case of ACL, the KAZA Secretariat could have been a place to funnel the findings, research and analysis. However, without a formal agreement, and funding in place, it is difficult to do this, and the institution is also limited by staff numbers, staff departures and resource constraints. The lack of a sustainability plan may result in the loss of knowledge created, wasted technologies and a lack of uptake on potential interest by stakeholders.
Priority Level:	High
Type of Recommendation	Project Team
Responsibility:	UNEP Project team
Proposed implementation time-frame:	12 months

Recommendation #2:	Find opportunities for leveraging the research and analysis of this project into other landscape management projects, in order to avoid the loss of project investments. The project has collected substantial data that could be useful for other initiatives and must not be a wasted resource.
Challenge/problem to be addressed by the recommendation:	A great deal of data has been collected and analyzed by this project. A draft research paper has been developed by the academics and members of the project management team. As there are many GEF projects focusing on landscape restoration and management, there is the opportunity of rendering this project useful if its outputs are shared with those in PPG stages in the region. This would support holistic project development and ensure that project achievements are not lost or under-utilized
Priority Level:	Medium
Type of Recommendation	Project-level
Responsibility:	UNEP Project Team
Proposed implementation time-frame:	12 months

Recommendation #3:	Advance the policy recommendations at higher institutional levels within ministries in Botswana and Zimbabwe. These have been developed through intersectoral participation and offer opportunity to advance on systems approaches to landscape management in concrete ways. These recommendations reflect intersectoral interests and the process of arriving to shared policy agenda, which should be optimized.
Challenge/problem to be addressed by the recommendation:	Stakeholders came together to develop key policy recommendations to decrease human wildlife conflict in the policy dialogue sessions. If these are not leveraged, then the efforts of the project and stakeholders will be under-utilized. Intersectoral representatives must build on these efforts and build political support and momentum and socialize learnings with colleagues. This does not require additional financial resources, rather it is learning that can be integrated into current programmes of work will project outputs as referential data.
Priority Level:	High
Type of Recommendation	Partners
Responsibility:	UNEP Project Team
Proposed implementation time-frame:	12 months

Recommendation #4	In-kind support to KAZA Secretariat to institutionalize the learning from this project. The KAZA Secretariat is regarded as an institution that can play a long-term role in the sustainability of landscape management in transboundary areas. Supporting their institutional capacity will allow the Secretariat to carry out more activities and integrate project findings in their initiatives.
Challenge/problem to be addressed by the recommendation:	The KAZA secretariat is constrained by resources and manpower. However, all the stakeholders interviewed expressed great interest in a growing role of the Secretariat to address cross-boundary, wildlife related issues. In order to do this, the institution will require support. As it has the political legitimacy, as a follow up to the project, UNEP can engage with the Secretariat in strategic ways to fine-tune how results can be integrated into their work meaningfully.
Priority Level:	Medium
Type of Recommendation	Project Team
Responsibility:	UNEP Project Team
Proposed implementation time-frame:	12 months

I. INTRODUCTION

1.1 Purpose and Scope of the Evaluation

37. This document serves as the Terminal Evaluation (henceforth TE) of the “Africa’s Coexistence Landscapes: Securing their future for people, elephants and other wildlife” (ACL) project. The United Nations Environment Programme (UNEP) executed the project, and the Secretariat of the Kavango-Zambezi Transfrontier Conservation Area (KAZA) and University of Bergen (Norway), Nova University Lisbon served as implementing partners. The total project cost at design was USD 1,947,908 financed by the European Union (EU) and the Environment Fund (in kind contribution); by the end of project duration the project expenditures were of USD 1,986,121. The project was carried out from 2019-22 and no mid-term evaluation was conducted. Interim reports were provided to the donor and a final report was submitted to the EU on 17/02/2023.
38. The latest version of the project document (revision 2, 2022) noted that the project was to be implemented in Botswana, Cameroon, Central African Republic, Republic of Congo, Zimbabwe. Two sites were identified in the design documents: (i) Kavango Zambezi Transfrontier Conservation Area (KAZA TFCA), which spans across Angola, Botswana, Namibia, Zambia and Zimbabwe; (ii) Tri-national de la Sangha (TNS) Transfrontier Conservation Area which spans Cameroon, Central African Republic and the Republic of Congo. However, due to the COVID-19 pandemic and associated health protocols, the project was only implemented on the ground in the KAZA landscape. While both anecdotal and documentation evidence demonstrates that some digital and communication activities were conducted in TNS, activities at field-level were not undertaken.
39. The project was implemented by the Biodiversity, People and Landscapes Unit (formerly known as the Wildlife Unit), within the Ecosystems Division in UNEP. The project contributed to the Healthy and Productive Ecosystems (2018-2021) and Nature Action (2022-2025) UNEP sub-programmes, in particular, to the following Expected Accomplishments:
 - EA (a): The health and productivity of marine, freshwater and terrestrial ecosystems are institutionalized in education, monitoring and cross-sector and transboundary collaboration frameworks at the national and international levels
 - EA (b): Policymakers in the public and private sectors test the inclusion of the health and productivity of ecosystems in economic decision-making.
40. This project was designed in parallel to the Landscapes, Wildlife & People framework project, one of UNEP’s eight flagship projects under the MTS 2018-2021.
41. In line with the UNEP Evaluation Policy¹⁰ and the UNEP Programme Manual, the TE is undertaken at operational completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts

¹⁰ UNEP, 2022. UNEP Evaluation Policy. Available online at: <https://wedocs.unep.org/handle/20.500.11822/41114>

(actual and potential) stemming from the project, including their sustainability. The TE has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP, the Secretariat of the Kavango-Zambezi Transfrontier Conservation Area (KAZA) and the University of Bergen (Norway). The Evaluation will identify lessons of operational relevance for future project formulation and implementation, especially as this pilot project was designed with a follow up phase in mind, and as some aspects of the project may be replicated in other landscapes. The findings of the TE will benefit:

- National authorities conducting policy development in the target sites;
- Regional and local authorities addressing land use, national planning, biodiversity, environmental management, tourism, agriculture, wildlife management, and water resources management
- Civil Society Organizations (CSOs) working on wildlife protection, increasing women and youth participation, or developing livelihoods and contributing sustainable development
- Other communities seeking to replicate a similar project that wish to observe the lessons learned and recommendations
- Project management team of the follow-up phase
- Donors and international organizations operating in the region
- Researchers and academics

42. Five strategic questions were identified by the UNEP Evaluation Office as key to this evaluation. These will be addressed through the report in relevant sections and include the following:

- To what extent was the project approach successful in ensuring coexistence between people and wildlife (achieve human development and wildlife conservation goals in harmony) in the two targeted key coexistence landscapes¹¹?
- Since other projects under the UNEP's Landscapes, Wildlife & People (LWP) Framework project were not initiated eventually, to what extent did the ACL project contribute to the Theory of Change (ToC) of LWP Framework project?
- In light of the fact in three project countries (Cameroon, Central African Republic and the Republic of Congo) activities (e.g. workshops) were implemented online, was there a significant variation of results achieved in these countries compared to the other two (Botswana and Zimbabwe), due to the different project implementation modality (in person and not)?
- What changes were made to adapt to the effects of COVID-19, and how might any changes have affected the project's performance?

¹¹ This question will be addressed under the 'likelihood of impact' evaluation criterion

- What opportunities are identified to improve the integration of gender and human rights considerations in natural landscape conservation projects, and with what foreseeable benefits to the sustainability of results?
43. In addition to the aforementioned strategic questions, the evaluation framework provided in Annex 1, highlights other questions explored by the TE to gain a sense of the results of the project, how they impacted beneficiaries and stakeholders, why results were what they were and what strategies were undertaken to render results sustainable. The TE will go beyond reporting on what the project performance was and attempted to evaluate why the performance was what it was, and how different social groups and genders experienced project results.
 44. Given the differences that exist in the scope of this project, and in its perception at the national level, the TE focuses on recommendations gleaned from stakeholders to render the report a useful tool for future planning and programming.

1.2 Problem Statement and Intervention of the Project

45. The project document, (henceforth ProDoc), highlights that Sub-Saharan Africa faces a growing population, much of which lives in extreme poverty and relies heavily on natural resources. The challenging socioeconomic circumstances, along with high level of dependency on natural resources, threaten some of the world's remaining wildlife habitats for threatened and globally relevant species. The ProDoc notes that over-exploitation, conflict, extensive land-use change, and degradation of ecosystems services have already led to range contractions of African elephants, large herbivores and carnivores. Further, the erosion of ecosystems services reduces provisioning, climate regulation, cultural contributions and supports to primary production, which further negatively impact impoverished communities dependent on natural resources. With increasing demand for food, commodities, negative impacts of climate change, and rapid development, there is an urgent need to sustainably manage wildlife habitats and natural systems so as to support both biodiversity and development objectives. The conservation of key co-existence landscapes is identified as an entry point to support both biodiversity conservation and human development, outside of protected areas (PAs).
46. The core problem that the ACL project sought to address is the ongoing degradation, fragmentation and loss of natural landscapes in sub-Saharan Africa, which impacts the survival of African elephants and other wildlife, as well as the livelihoods of the human communities cohabitating these landscapes. The underlying cause of this loss and degradation was identified as intensifying human development drivers, and incentives, such as increased demand for agricultural production, that predispose land-use and development choices at the cost of wildlife populations, habitats and corridors.
47. UNEP's project "Africa's Coexistence Landscapes: Securing their future for people, elephants and other wildlife" (ACL) sought to understand and articulate the critical land-use and economic transformation drivers underpinning the degradation and loss of habitat for elephants and other species in sub-Saharan Africa, and to identify innovative solutions for securing landscapes for the benefit of both elephants and people. The project's objective was to ensure "future security and wellbeing of people, elephants and

other wildlife in key coexistence landscapes in Africa.”¹² Identifying and understanding human development drivers and incentives was central to the ACL problem analysis.

2 EVALUATION METHODS

48. The methodology applied to this evaluation consisted of a combination of methods and tools that collect qualitative and quantitative data necessary to answer the evaluation questions in an objective manner, based on evidence. The evaluation included seven phases: inception, document review, stakeholder interviews, field visits, information processing, elaboration of findings, conclusions and recommendations, and report elaboration. At each step of the process, the evaluator sought to seek gender-differentiated perspectives and experiences, however, given the limited number of respondents and the challenges in obtaining engagement in the TE process, the voices consulted were limited. The evaluator did manage to secure female respondents, however, engagement from identified stakeholders was surprisingly low. The evaluator also sought to triangulate diverse voices from various social groups, however, given the limited scope of project activities, and the lack of awareness that local stakeholders had about this project, this was not possible. To the best of her abilities, the evaluator pushed for a landscape visit to meet local beneficiaries but was told that there were no local activities carried out other than multi-stakeholder workshops and thus no local beneficiaries of any project activities. The evaluator sought to meet them nonetheless to ascertain this point, but was mindful of community sensitivities and time and the fact that it can be frustrating for local communities to meet on projects where there were no field-level results. Consequently, only one representative of local communities was met with. In order to protect the privacy and observations of this stakeholder, when the evaluator mentions local-level interests, this will also include the feedback received by government stakeholders through local visits.
49. The seven stages of the TE included:
- *Inception stage.* During inception, the evaluator focused on reading design documents, familiarizing herself with the project, discussing the design with the project manager and elaborating upon the evaluation framework that will guide the process. Inception was used as a process to test and obtain feedback on the TE framework, and test assumptions, clarify the stakeholders to be consulted, obtain agreement on processes to be followed, and propose a revised theory of change, which was redesigned as per assessment of initial design documents. Unfortunately, input from project management was not received during the inception phase and was only received following the completion of the evaluation mission. This resulted in lost opportunities for follow up on stakeholders and how to ensure their engagement, and led to increased costs both in terms of time and resources as the travel itinerary was not commented on by project management and did not optimize the geography. Feedback

¹² UNEP/EU, 2019. Africa's Coexistence Landscapes: Securing their Future for People, Elephants and Other Wildlife Project Document (ProDoc)

on the inception report could have assisted to design a travel plan avoiding additional flights (to Johannesburg) and allowed visits to project sites both in Botswana (Kasane) and Zimbabwe (Victoria Falls) in less time. It would have also reduced the carbon footprint of the evaluation process. The evaluation framework matrix, in Annex III, provides a basis for the questions explored during the TE.

- *Review of Documents.* The evaluator undertook a thorough review of the available documentation to triangulate information. The project management team provided a comprehensive set of documents, which was well-labelled and easy to navigate. These documents encapsulated the breadth of research undertaken, communication, presentations, stakeholder participation lists, project activities, analysis of data. Further documentation was requested directly from national government representatives to observe how the project content was utilized, debriefed upon and what information it contained. The evaluation matrix in Annex III highlights the type of documentation required to address each question explored by the TE.
 - Project design documents: Prodoc and annexes, budget at design.
 - Project management documents: detailed budget and financial reports, donor reports, expenses, stakeholder meeting minutes, any relevant correspondence.
 - Policy, strategy, legal documents, agreements (ENRTP Strategic Cooperation Agreements, KAZA TFCA Treaty, KAZA Master Integrated Development Plan, National Development Plans, SADC Wildlife Conservation and Law Enforcement Protocol, SADC Law Enforcement and Anti-Poaching Strategy, KAZA Elephant Management Plan, Wildlife laws, MOUs).
 - Documents produced by the project as the output of activities: publications, reports, studies, plans, training materials and communication material, research materials & data sets.
 - Academic literature, relevant to the project themes (e.g. human wildlife context; gender and landscape management; gender and human wildlife conflict)
- *Stakeholder interviews.* The evaluator held a series of semi-structured interviews with a representative number of stakeholders. During inception, the project manager provided a list of 33 key stakeholders from Botswana and Zimbabwe to be contacted. There was also another list of over 100 stakeholders that were engaged in some form with the project which included representation from Zimbabwe, Botswana, Cameroon, Zambia, and the Republic of Congo. The list included representation from key stakeholder groups including project management team, government representatives from key ministries in five countries, partnering institutions (universities, international organizations, regional institutes/secretariats), local beneficiaries and external experts. The evaluator reached out to all the Cameroon-based participants but did not receive a single response. In Botswana 20 people were contacted—after follow up, 6 responded and eventually 5 were met with in person, of which two were women. In Zimbabwe, Zim Parks supported the evaluator in organizing meetings in Harare and Victoria Falls; 8 people were met in total of which 3 were women. Overall, 19 people were interviewed of which 5 were women, and 52 people were contacted for interviews.

Logistical arrangements for meetings were a challenge during the TE. In many cases, people did not know why the evaluator wanted to meet with them and knew little about

the project, other than they had an engaged in a workshop. In other cases, they did not know whether they had the permission to respond to meeting requests made by the evaluator. In Botswana, there was no ownership by a central focal point to help organize meetings. The evaluator sought several means such as email, WhatsApp, and in one case, interviewing colleagues of people who simply did not show up to previously arranged meetings. The project manager was not fully available in providing feedback on meetings arranged, itineraries or routes (other than advising not to visit Cameroon as no field activities were carried out there). Because of the low response rate in countries where activities were implemented (Botswana and Zimbabwe), and no response in countries where activities were said to have been implemented digitally (Cameroon), the evaluator decided not to pursue stakeholders in Congo, where online documentation reflects only three people took part in a validation.

The majority of the interviews were bilateral (one on one), and in one case, there was a multi-stakeholder meeting with representatives from the Environment, Climate, Tourism and Hospitality Ministry and Zimbabwe Parks. The questions posed were open-ended to allow follow up exchanges and tangential conversations. Respondents were assured several times of confidentiality and anonymity. In order to maintain this anonymity, the evaluator will not always clarify whether an anecdotal account is from Botswana or Zimbabwe as too few people were interviewed, and this would subject them to identification. Similarly, as only one person was interviewed representing local communities (an Elderman identified in the consultation list in Annex II), the evaluator will be cautious in making statements on behalf of local communities to avoid direct attribution to this person. Instead, points that were expressed from a variety of stakeholders on perceptions of impacts on local communities will be noted. Distinguishing features of respondents are omitted. Interviews took place in person and digitally. The response to each interview question will be related to relevant evaluation questions identified in the evaluation matrix. The evaluator was not accompanied by any representatives from the project management team or the Evaluation Office during interviews. In fact, none of the meetings were organized through the project management team. However, contact with project management and the Evaluation Office was maintained through various phases of the TE to validate information, and to facilitate contact, despite at times, large delays in response from the project management, or no response at all.

- *Field Observations.* In the inception report, it was planned that several indicators of progress and performance of the project would be validated through visits to the focal areas of the project, with direct observations and conversations with local stakeholders and beneficiaries in Botswana (Gaborone and Kasane) and Zimbabwe (Harare and Victoria Falls). Due to a lack of participants in Kasane (one engaged person), the visit to Kasane was deemed not-cost effective in terms of time and resources by the KAZA Secretariat, and was dropped. Gaborone, Harare and Victoria Falls were visited. At the insistence of the evaluator the landscape was visited in Victoria Falls through support from the Zimbabwe Parks and Wildlife Management Authority (ZimParks). During field missions, the evaluator focused on obtaining direct information on the impact indicators of the outcome of the project as well as how project results are informing other processes, policies, and activities. In addition to direct evidence, the perception of local decision makers and beneficiaries were assessed through questions and discussions, and are instrumental in rating this project.

- *Processing and validation of data.* Once the gathering of the data from document review, stakeholder interviews and field visits were complete, findings were organized according to the criteria and evaluation questions. The information was quantitative and qualitative in hopes to serve as a baseline for future activities. Information against indicators is compared with the project reporting on these indicators, to validate the reported information. In the cases where data from interviews demonstrate a trend of coincidence and complementarity, this will be used directly to sustain findings. In the cases where these do not coincide, the information was validated through a process of discussion with the project management team and triangulation with other project informants. In circumstances where this has happened, this is noted clearly in the narrative portion of the evaluation report.
- *Elaboration of findings, conclusions and recommendations.* Based on the data compiled during the information gathering phases and its processing, preliminary findings were presented. Each finding was a partial answer to the evaluation questions and evidence-based (data found during information gathering). These initial findings were presented to the Evaluation Office and the project management team for feedback. This was intended to support the participation of the project management team, ensure transparency and as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings with the main project partners. Based on the feedback received, the evaluator adjusted findings, and the conclusions of the evaluation. The findings were presented alongside evaluation criteria according to those in the Terms of Reference, but ratings were not provided at that time. Since then, the evaluator has fine-tuned and followed up on a series of points and identified a series of lessons learned and recommendations to reflect useful, and less effective practices in the design, implementation, governance that are worth being considered in future phases or similar projects. The recommendations are directed towards agencies of implementation/execution with the aim of providing corrective actions, future activities, or recommendable practices to increase sustainability of the project outcomes, enhance the probability to achieve the impact, or to replicate the project to another geographic or temporary scale.
- *Report development and revision.* In line with the ToR for this evaluation, the evaluator submitted a draft report to the Evaluation Manager, who provided feedback and shared a cleared draft report with the Project Manager to alert in case the report contained any blatant factual errors.
- *Ethical Considerations.* Ethical standards were considered throughout the TE and all stakeholder groups were treated with integrity and respect for confidentiality. To the best of the evaluator's ability, steps were taken to promote an inclusive, equitable and participatory approach, and a diversity of stakeholders were consulted so as not to benefit one group over another. Attempts through phone, WhatsApp and other channels were explored when representative groups could not be met with. All interviewed were comfortable expressing themselves in English; if that were not the case, translation would have been sought. Multiple timings were offered to those interviewed to suit their schedules.
- *Limitations.* There was little support in formalizing meetings and consultations with relevant stakeholders. There was little input provided on travel and evaluation missions by project management—with geographic dispersion this resulted in sub-optimal planning both in terms of cost, time and carbon footprint. Many of the

stakeholders consulted did not know the name of this project or that it had ended and were reticent to meet. Many respondents had not received notice by their seniors or by relevant colleagues that the evaluation was being conducted and were hesitant to respond. Most interviewed noted that they thought the project was a study, which explained their colleagues' hesitation in responding. Some of the project participants had moved on to different tasks and were unavailable. There were extensive delays in communication or providing feedback on the inception report by project management, which was key in outlining the approach for the TE. In both landscapes, field activities, per se, beyond workshops and policy dialogues were not carried out which made it challenging to monitor results at the local level. Some project participants were only peripherally involved in project activities and were not responsive to consultation requests. Finally, the effect of COVID-19 could be felt through the evaluation process. The challenges project management and stakeholders experienced in meeting face-to-face and having an in-person validation meant that many were unaware of the status of the project and were less able to engage. Finally, in terms of the TNS region, there was no follow up from any of the stakeholders contacted. Given that no field visits were conducted there during project implementation, and given the lack of response, this TE will focus on the KAZA landscape where observations and assessments can be triangulated and validated. Without any feedback from local stakeholders any determinations on the TNS landscape could be grossly inaccurate.

50. Critical to the aforementioned steps, is the evaluation framework developed by the evaluation consultant, which served as a matrix of detailed evaluation questions, indicators and sources of verification (please see Annex III). In general, the evaluation questions are distilled from the ToR for this evaluation and address the following areas:
 - Strategic Relevance
 - Quality of Project Design
 - Nature of External Context
 - Effectiveness
 - Financial Management
 - Efficiency
 - Monitoring and Evaluation
 - Sustainability
 - Factors and Processes Affecting the Project Performance
51. The evaluator included additional questions to address the specific context of the project, as well as some of the challenges posed by COVID-19. The Evaluation Manager and Project Management were invited to review this framework and note if additional lines of inquiry should have been explored.

3 THE PROJECT

3.1 Context

52. The project was designed to address sustainability challenges in Sub-Saharan Africa. With a growing population, much of it suffering extreme poverty, and a reliance on natural

resources, some of the world's remaining wildlife habitat, housing globally relevant species, is under threat in the region. Over-exploitation, conflict, extensive land-use change, and degradation of ecosystems services have led to range contractions of African elephants, large herbivores and carnivores. The erosion of ecosystems services reduces provisioning, climate regulation, cultural contributions and supports to primary production, which further negatively impact impoverished communities dependent on natural resources. With increasing demand for food, commodities, negative impacts of climate change, and rapid development, the project was designed to address the urgent need to sustainably manage wildlife habitats and natural systems so as to support both biodiversity and development objectives. The conservation of key co-existence landscapes was identified in project documents as entry point to support both biodiversity conservation and human development, outside of protected areas (PAs).¹³

53. UNEP's project "Africa's Coexistence Landscapes: Securing their future for people, elephants and other wildlife" (ACL) sought to understand and articulate the critical land-use and economic transformation drivers underpinning the degradation and loss of habitat for elephants and other species in sub-Saharan Africa, and to identify innovative solutions for securing landscapes for the benefit of both elephants and people. The project's objective was to ensure "future security and wellbeing of people, elephants and other wildlife in key coexistence landscapes in Africa."¹⁴ Identifying/understanding of human development drivers and incentives was central to the ACL problem analysis. The core problem that the ACL project thus sought to address is the ongoing degradation, fragmentation and loss of natural landscapes in sub-Saharan Africa, impacting the survival of African elephants and other wildlife, as well as the livelihoods of the human communities that cohabit these landscapes. The underlying cause of this loss and degradation was identified as intensifying human development drivers, and incentives (such as increased demand for agricultural production) that predispose land-use and development choices at the cost of wildlife populations, habitats and corridors.
54. Two sites were initially identified in the design documents: (i) Kavango Zambezi Transfrontier Conservation Area (KAZA TFCA), which spans across Angola, Botswana, Namibia, Zambia and Zimbabwe; (ii) Tri-national de la Sangha (TNS) Transfrontier Conservation Area which spans Cameroon, Central African Republic and the Republic of Congo. However, due to the COVID-19 pandemic and associated health protocols, the project was only implemented on the ground in the KAZA landscape, which included an inception workshop, modelling workshop and policy dialogues. No face-to-face engagement of project staff was possible in between these activities due to COVID-19 travel restrictions. While digital activities and communication activities were still conducted in TNS, activities at field-level were not undertaken. The project management team did seek to engage activities in the TNS Conservation Area – there is evidence of presentations, documentation and recordings of meetings, however, with no response from representatives from that region during the TE, activities in the TNS landscape will not be considered in the TE.

¹³ ProDoc, 2019

¹⁴ Ibid.

3.2 Results Framework

55. The main **objective** of the project was described as: “future security and well-being of people, elephants and other wildlife in key coexistence landscapes in Africa”. The project sought to lay a foundation to help secure critical landscapes for the benefit of both people and wildlife, without which the resilience of growing human populations to changing environmental, security and economic conditions, would be severely undermined, and the remaining populations of Africa’s globally important wildlife assets likely to disappear at an increasing rate. The ACL project documents also identified the need for the project to address the urgent need to find solutions to enhance the wellbeing of both people and wildlife living together with, or in close proximity to, one another across remaining natural landscapes. This is encapsulated in the following results structure proposed by the project (Project Revision 2, 2022):

Table 3. Results Framework

Outputs	Outcomes	Intermediate State	Impact
<p>1: Information on current and emerging drivers of land-use transformation processes in target landscapes analysed, and sectoral, conceptual models developed in stakeholder workshops and shared with them</p> <p>2: Cross-sectoral and transboundary trade-off dialogues concerning major landscape drivers and policy change agendas collaboratively developed by sectoral stakeholders in selected key coexistence landscapes and disseminated</p> <p>3: International, regional and national information, policy, decision-making and investment mechanisms are informed concerning key co-existence landscape drivers, modelling tools and policy agendas</p>	<p>National-level policymakers responsible for the pilot landscapes endorse the use of systemic approaches to understand the conservation and development challenges impacting coexistence landscapes, and are working to incorporate these in national policy and planning frameworks</p>	<p>International, national and landscape level policy and planning processes increasingly favour land-use and economic development that is compatible with wildlife needs and landscape conservation</p>	<p>Future security and wellbeing of people, elephants and other wildlife in key African coexistence landscapes is secured</p>

56. As displayed in the table above, there was one **outcome** anticipated by the project, which aimed to build the capacity of governments and subnational entities to use data and analyses from multiple disciplines to develop integrated landscape-level plans and policies. Activities under this outcome also sought to enhance the ability of NGOs, private

sector, and inter-governmental bodies to raise awareness and understanding of intersectoral decision-making in support of strengthened coexistence approaches. Through innovative visualization tools, and dynamics modelling, the project sought to highlight the trade-offs between conservation and development policies, and support dialogues, solutions, synergies and interactive learning environments to improve wildlife and human security.

57. Three **outputs** were part of the project intervention strategy. **Output 1** focused on increasing understanding of current and emerging drivers of land-use transformation in the two targeted coexistence landscapes. System dynamics models of current and future elephant abundance, distribution and conservation needs as well as other key biodiversity data were to be developed, including other development datasets impacting the drivers of land transformation and rapid conversion of natural areas¹⁵ or provide proxy measures.
58. **Output 2** focused on participatory, multi-sectoral processes wherein the tools of Output 1 are disseminated and potential conflicts between conservation and development objectives are explored. Part of this work was to eventually inform key landscape-level and national policy agendas to support wildlife conservation and human livelihoods, as well as leveraging potential synergies between the two.
59. **Output 3** sought to integrate information and lessons learned from both Outputs 1 and 2 to national, regional and international environment and developmental policy and decisionmakers, with the aim to inform and influence policy and policy-making to more effectively support the coexistence of people and wildlife, particularly in the target landscapes. Output 3 was also seen as supporting strategy and action planning processes for the long-term management and conservation of the African elephant.
60. One critical thing to take note of is that the project design documents identified this project as a pilot of a phased approach to achieve the overall impact. The TE is mindful of this, however, in that case it is necessary to describe how this results framework feeds into a second phase and how outcomes are designed to feed into higher-level results. Presently there is a significant jump from the outcome level to the intended impact. The design documents recognize this and state:

"It is important to note, however, that given the very limited duration of the project, the intermediate state above is unlikely in itself lead to the intended impact of the project in two large, complex and multi-use transboundary landscapes. A further phase of the project will be necessary realize the intended impact. Nevertheless, the project will seek to demonstrate to decision makers the utility of cross-sectoral, integrated systems modelling to enhance understanding and negotiate trade-offs."
61. For more analysis on the results framework, please see Sections 4 and 5.4, which provides a reconstructed theory of change and details the level of achievement of the outcome and outputs.
62. This project was developed under the Landscapes, Wildlife and People (LWP) Framework Project. The LWP was designed to provide an umbrella delivery framework to allow UNEP

¹⁵ These include: climate change, surface water distribution, human population, water distribution and availability, land use, tenure and user rights, invasive species and impacts and economic drivers.

to address deterioration and transformation of natural landscapes around the world.¹⁶ While other sub-projects were planned, ACL was the only one that was ultimately implemented. ACL's Results Framework was prepared in close alignment, responsively to the Theory of Change of the LWP Project. In fact, when one examines the results framework of the LWP, the alignment can be observed:

Table 4. LWP Results Framework

Outputs/Outcomes	Alignment with ACL
<p>Output 1: Knowledge base strengthened on the drivers and incentives underlying the transformation and deterioration of natural landscapes and key factors for maintaining landscape integrity</p>	<p>Key aspect of ACL is to identify and increase understanding of the drivers leading to landscape degradation and increasing conflict between wildlife and humans. Output 1 in ACL generated the data/research on status of wildlife, and landscape factors so as to develop modelling tools that sought to increase knowledge on intersectoral/policy impacts on landscapes. This demonstrates strong alignment with LWP's Output 1.</p>
<p>Output 2: New regional and country-level landscape initiatives developed based on systems modelling of landscape transformation processes and the identification of key leverage points to achieve change, and appropriate actors engaged</p>	<p>This Output links well with ACL's Output 2 which supported transboundary policy dialogues, intersectoral collaborations and policy recommendations.</p>
<p>Output 3: New international and corporate landscape initiatives developed based on systems modelling of landscape transformation processes and the identification of key leverage points to achieve change, and appropriate actors engaged</p>	<p>This Output aligns with Output 3 of ACL which sought to engage private International, regional and national information, policy, decision-making and investment mechanisms concerning key co-existence landscape drivers, modelling tools and policy agendas.</p>
<p>Outcome 1: New landscape conservation and sustainable use initiatives at multiple social and spatial scales developed and funded based on enhanced awareness among critical landscape actors and increased understanding of the drivers and incentives underlying landscape transformation and deterioration</p>	<p>The ACL project supports Outcome 1 of LWP in that the project sought to enhance awareness among landscape actors through its modelling exercises, policy dialogues and policy recommendations.</p>

¹⁶ UNEP 2018. Draft Project Document. Landscapes, Wildlife and People (LWP): Framework Project Under UN Environment's HPE Subprogramme.

3.3 Stakeholders

63. The project involved a variety of stakeholders. One of the strengths of the project was the partnership and integration of UNEP and diverse academic partners as a project management team, in supporting the project despite challenging COVID-19 times, and of collaborating together in processing complex data and presenting it in palatable ways to local actors. On the other hand, one of the challenges was that many national stakeholders expressed disconnection and lack of ownership of the project.
64. The original design documents highlighted several government, civil society, regional actors and partners. The project document noted engagement with “indigenous peoples and local communities, women and youth groups where possible, through the African Union and the Regional Economic Commissions, particularly CEEAC-T, EAC, ECOWAS and SADC.” However, no details emerged during the TE of how these communities were engaged (it was noted by project management that no indigenous communities resided in the area). One of the local stakeholders noted that there are traditional groups residing in the KAZA landscape who follow customary practices of hunting which sometimes challenge the anti-poaching laws of protected areas. These traditional communities often have no contact with government, security or park services to preserve the autonomy. While these would not be stakeholders likely to take part in consultations or be engaged in project activities, it is necessary to take note of their presence and the fact that project results in the zone could have impacts on them.
65. Stakeholders confirmed that there was local representation during workshops and policy dialogues (this was confirmed by meeting participation lists). Communities were represented through district councils and traditional leaders. One of the challenges of engaging local stakeholders in the project is reflective of the challenges of engaging local stakeholders in the KAZA TFCA, according to one project respondent. It was mentioned that in Zimbabwe, ZimParks is the implementing partner of KAZA landscape projects, which portrays ZimParks as the major stakeholder of KAZA projects thereby limiting the involvement/participation of other stakeholders e.g., Zimbabwe National Water Authority (ZINWA) representing the water sector. This remark was made by only one respondent and was not raised by others interviewed.
66. It was very challenging to get a hold of the stakeholders for this evaluation. Many did not respond to meeting requests, and some were unclear about what the scope or parameters of the project were, while others were unaware of the name of the initiative. As a result, the stakeholder table presented below is developed through conversations with project management, follow up with stakeholders interviewed to identify which of their colleagues were engaged, and examining design documents and participation lists. The table below differs from design documents as it reflects less the anticipated engagement and more what the engagement appears to have been. Additional analysis on stakeholder engagement and inclusion is provided in Section 5.9.3.

Table 5. Project Stakeholders

Stakeholder	Interest/Influence	Potential Role/Responsibilities	Actual Role/Responsibilities	Did they participate in the project design, and how	Changes in their behaviour expected through implementation of the project
Environment Ministries, parks and wildlife authorities	High Power/High interest =key players	Political engagement, championing project results, participation in consultations and intersectoral coordination, provision of baseline data, recipients of workshops	Participation in consultations, provision of baseline data, recipients of workshops. In Botswana and Zimbabwe two focal points were identified; from the Ministry of Environment and Tourism & Zim Parks respectively, to act as focal points for communication.	No	Increased engagement throughout implementation of the project, as well as enhanced capacity to undertake more effective and integrated landscape-level planning processes for the benefit of both wildlife and people in key coexistence landscapes.
Transboundary Conservation Agreement Secretariats	High Power/High interest = Key Players	Involved in project management, communications, upscaling, intersectoral coordination, supporting governments to implement activities	Coordination role, support, facilitation, review, channel for communication with local actors. Provided organizational support, provided some sense of regional legitimacy	No	It was anticipated that these secretariats would be key hubs to champion the project and support governments in implementing aspects of the project.

Stakeholder	Interest/Influence	Potential Role/Responsibilities	Actual Role/Responsibilities	Did they participate in the project design, and how	Changes in their behaviour expected through implementation of the project
Private sector	High power/Low interest = show potential influence	Being part of dialogues and understanding the implications of behaviour on landscapes	Tourism and some farmers representatives attended some of the workshops	No	New understanding of private sector behaviour and impacts on a landscape
Planning, finance, water, agriculture, infrastructure ministries, heads of State	During the design phase, these were seen as lower stake actors however, given the intersection of their interests with wildlife challenges in the landscapes they are deemed high power /high interest = key players	Political engagement, championing project results, participation in consultations and intersectoral coordination, provision of baseline data, recipients of workshops	Participation in consultations, provision of baseline data, recipients of workshops.	No	Increased engagement throughout implementation of the project, as well as enhanced capacity to undertake more effective and integrated landscape-level planning processes for the benefit of both wildlife and people in key coexistence landscapes.
Women's groups in local communities/CS Os	Low power/ high interest = show consideration	Empowering women and ensuring their participation in decision making will be a priority across the implementation of project activities	No distinguishable role played by women's groups. No evidence of any adaptive practices or changes to project design or implementation as a	No	The influence of these groups of stakeholders will be increased with positive outcomes both for wildlife and communities living

Stakeholder	Interest/Influence	Potential Role/Responsibilities	Actual Role/Responsibilities	Did they participate in the project design, and how	Changes in their behaviour expected through implementation of the project
			result of interaction with women's groups.		around it. In particular, by amplifying the voice of women in wildlife and landscape management decisions, the prospects for long-term sustainability of landscape management interventions will be considerably enhanced.
Academia	Low power/high interest = show consideration	Providing data analysis, research, modelling capacities	Providing data analysis, research, modelling capacities	No	Providing data analysis, research, modelling capacities to support stakeholders to make more informed policy decisions

3.4 Project implementation structure and partners

67. The ACL project was implemented by UNEP, specifically the Biodiversity, People and Landscapes Unit (formerly known as the Wildlife Unit), part of the Biodiversity and Land Branch of the Ecosystems Division, and was responsible for the implementation and execution of the ACL project, with support through project partners including the **Nova University Lisbon, University of Bergen, and the KAZA Secretariat**, who have supported the development of project activities, strategy and rollout. These partners have been crucial in helping define the parameters of the systems developed as well as disseminating information and gathering data. Only one Small Scale Funding Agreement was issued to an implementing partner, namely Nova University Lisbon.¹⁷
68. The project did not have a formal Steering Committee established, which is usually the norm in UNEP projects. Design documents and consultations reveal that a Steering Committee was initially planned, however it appears that delays due to COVID-19, and staffing changes at the project manager level, made it that to avoid further delays the project was implemented without the creation of a new body. People who would have been part of the Steering Committee were instead part of the project management team. Administrative support was provided in-kind by UNEP staff—they were not paid by the project. Consultants were brought on as needed to support modelling tasks and research. The project team held weekly meetings, which included the key project team members, throughout the duration of the project.
69. According to interviews, the System Dynamics Group at the University of Bergen (Norway) and the Center for Environmental and Sustainability Research, at the School of Science and Technology in NOVA University Lisbon played a key role in shaping project implementation, developing materials for policy dialogues and workshops, reviewing conceptual models, providing policy analysis supporting digital activities and supporting overall rollout.
70. While the KAZA Secretariat was not involved in the design, they supported facilitation of activities and contact with national stakeholders. It was noted by several national stakeholders in Zimbabwe and Botswana that having activities funnelled through the KAZA Secretariat was a positive decision as it is a recognized institution that is well-respected in both countries and can give the project results more legitimacy. However, the KAZA Secretariat may have had human resource limitations and did not attend as many meetings as other implementing partners. The project received support from UNDP in logistical activities due to its presence through their local office.

3.5 Changes in design during implementation

71. The project had to re-orient itself and exercise adaptive management due to COVID-19 and the security protocols associated with containing the pandemic. One of the significant changes was in the targeted project areas. Initially there were two Transfrontier Conservation Areas (TFCAs) that were targeted for project activities: the KAZA Conservation Area and the TNS Conservation Area. Given the large size of the target area (KAZA alone is 520,000 km²) and the challenges in visiting the sites, it was determined that physical activities would only be carried out in KAZA. According to all accounts, and given the limited project budget and time, a more targeted approach made better sense. The target sites in KAZA were also streamlined; instead of an area

¹⁷ Final Report issued to donor

spanning over multiple countries, the area of focus concerned Botswana and Zimbabwe for a more feasible approach. The concerned area within the KAZA TFCA is the Hwange-Kazuma-Chobe wildlife dispersal area.

72. The project period had to be extended, due to COVID-19 challenges. The project was initially projected to last two years but was extended to almost four. The first Project Revision, approved in January 2021, extended the project duration by 12 months until 30 November 2021. The second Project Revision, approved in October 2022, consisted of a no-cost extension until 31 October 2022 to complete the project activities that were delayed due to the COVID-19 pandemic. An additional one-year no-cost extension of the Contribution Agreement was made to go until December 2022.
73. During the project revisions, only minor changes were made to the results framework. These included changes to the indicator targets of Output 2, which were reduced from 5 to 2 and 15 to 10 respectively.
74. Another change was that the project was unable to conduct the kind of face-to-face activities and consultations that were initially planned, and more consultations had to be carried out digitally, and that the project suffered from delays. Only three in-person events were organized (inception in Kasane, Modelling Simulation in Victoria Falls and Policy Dialogues in Kasane). The Project Revision 1, dated January 2021, highlighted some of the delays that resulted from the pandemic. For instance, the modelling process in TNS was delayed, the model validation in Botswana and Zimbabwe could only be conducted online, and the modelling could only be showcased in TNS online, and no field visits, or inception workshops, were conducted in TNS at all. In KAZA, the inception and modelling workshops were conducted in person, however some of the critical follow up sessions for model validation, sensitization of wildlife directors and UN country teams were conducted online, which impacted engagement. The difficulty in conducting consultations increased overall staff costs. As a result, DG-DEVCO allocated additional funds to the project (EUR 180,000, equivalent to USD 196,937 at a rate of USD 1 = EUR 0.914).
75. As noted in the aforementioned section, the project implementation structure also changed due to the COVID-19 pandemic. While a project steering committee was initially envisaged, this became rolled into the project management team. UNEP became primarily responsible for executing all activities with support from implementing partners.
76. One of the strengths of the project design was that it had space to accommodate adaptations. The systems modelling approach for instance, was not designed off the get go, but was decided upon through a consultation process of experts and fed through stakeholders. Its fluid format allowed the modelling exercises to be responsive to whatever was deemed useful at the time, and according to stakeholder interests.

3.6 Project financing

77. Due to the challenges posed by COVID-19, some of the planned activities could not be carried out. As a result, a balance of unspent funds was returned to the EU.

Table 6. Budget Summary (USD)

Funding source	Planned funding	% of planned funding	Secured funding¹⁸	% of secured funding
<i>All figures as USD</i>				
<i>Cash</i>				
Funds from the Environment Fund	0			
Funds from the Regular Budget				
Extra-budgetary funding (EU):	1,685,439	84.86%	1,685,439	84.86%
<i>Sub-total: Cash contributions</i>	1,685,439	84.86%	1,685,439	84.86%
<i>In-kind</i>				
Environment Fund staff-post costs	288,728	14.54%	288,728	14.54%
Regular Budget staff-post costs				
Extra-budgetary funding for staff-posts (listed per donor)				
Italy	5,977	0.3%	5,977	0.3%
Finland	5,977	0.3%	5,977	0.3%
<i>Sub-total: In-kind contributions</i>	300,682	15.14%	300,682	15.14%
<i>Co-financing*</i>				
Co-financing cash contribution				
Co-financing in-kind contribution				
<i>Sub-total: Co-financing contributions</i>	0	0	0	0
Total	1,986,121	100%	1,986,121	100%

*Funding from a donor to a partner which is not received into UNEP accounts, but is used by a UNEP partner or collaborating centre to deliver the results in a UNEP – approved project.

Table 7. Expenditure by Outcome/Output

Component/sub-component/output (USD)	Estimated cost at design (USD)	Actual Cost/Expenditure (USD)	Expenditure Rate (actual/planned)
Output 1/ Landscape information and	491,175	473,958	96%

¹⁸ Secured funding refers to received funds and does not include funding commitments not yet realised.

systems dynamics model			
Output 2/ Trade-Off Dialogues and Policy Agenda	317,454	331,527	104%
Output 3/ Informing environment and developmental policy and decision-making	186,203	126,085	67%
Operations	547,154	514,431	94%
Evaluation	40,506	27,773	

4 THEORY OF CHANGE AT EVALUATION

78. The theory of change provides the processes of change initiated by the project and outlines the causal pathways between outputs, outcomes, to longer-lasting impacts. The design documents provided a useful theory of change outlining the transitions and changes expected. However, the anticipated impact appeared overly ambitious, and the key outcome seemed somewhat vague.
79. Based on its analysis and some of the other aspects of the results framework, the evaluator proposed a reconstructed theory of change (rTOC) to include some of the aspects which have been underrepresented at the early design stage. It is especially important to highlight that this project initiated the development of complex systems which can be difficult to capture in a diagram—the models, for instance, can be used in multiple ways by stakeholders, which may have been challenging to showcase in a diagram at design. The rTOC includes the following additions/changes:
- Causal pathways have been named and outlined—these are based on what the evaluator assesses are the main thread/passages of transformative activities.
 - The outcome-level has been rephrased to make it evaluable at the outcome level and in accordance with UNEP results definitions.
 - Two new drivers have been added; one has been adjusted to specify stakeholders, women and marginalized groups. The new drivers address human behaviour, which was noted as a stressor on ecosystems in the problem statement of the ProDoc, and needs to be reflected in the ToC. The issue of capacity and ability to apply tools produced by the project, are central on the usefulness of the outputs produced, and thus have been added as a consideration under a new driver. Also, it is worth noting that the issue of capacity has been described in the description of the outputs in the ProDoc, so it needs to be reflected somewhere more prominently.
 - A more realistic impact of this specific project, showcasing the benefits of the anticipated outputs and outcome, has been provided. The new rTOC is still in line with the LWP Framework Project outputs; the text in red is new. The causal pathways reflect the following:
 - **Causal Pathway 1:** This causal pathway has been named **Data Generation and Systems Modelling**. The crux of this causal pathway is that the accrual of data will serve to inform systems modelling, which in turn will result to greater systems-information generation, resulting in policies that take into account a systems approach, and result in evidence-based conservation. The basic driver

of this project is that: *“Appropriate data sets on key landscape conservation and development drivers are available and can be accessed for necessary analyses”*. These datasets are to be collated/integrated to achieve Output 1: *“Information on current and emerging drivers of land-use transformation processes in target landscapes analysed, and sectoral, conceptual models developed in stakeholder workshops and shared with them”*. The activities to achieve Output 1 include the establishment of multi-stakeholder workshops, inputting/ collection/integration of inter-sectoral data, the establishment of conceptual models taking into account stakeholder needs. The driver of *“Modelling approaches are available or can be developed to analyse complex spatio-temporal data and their interrelationships and to simply present them to decisionmakers”* contributes to the outcome by considering the availability of relevant and applicable data, which takes into account the systems within the landscapes, and the unique variables within these. An additional driver has been added: *“Government staff have capacity and skills to use and apply systems models generated for conservation processes”*—this is because in order to contribute to the Outcome *“National-level policymakers responsible for the pilot landscapes endorse the use of systemic approaches to conservation and development in coexistence landscapes, and incorporate these in national policy and planning frameworks”*, there has to be some capacity at the government level to generate and apply the models, and have knowledge on how these can be optimized for conservation and development processes in the coexistence landscapes. This is also a means to ensure that there is sustainability—the models generated need to go beyond the ownership of the project and need to be adaptable and usable by national policy-makers to achieve long-term goals without project support. The data generation and systems modelling are a key feature of this project, with the logic that the generation of appropriate and responsive systems (based on data), will support national policy-makers in endorsing systemic approaches for conservation and development interventions which will contribute to the intermediate state: *“International, national and landscape level land-use and economic development interventions are compatible with wildlife needs and landscape conservation”*. The impact has been revised: *“Evidence-based conservation contributes to security and wellbeing of people, elephants and other wildlife in key African coexistence landscapes”*, which reflects the key aspect of this causal pathway: data and evidence, which will serve to underpin overall conservation that leads to the well-being of people, elephants and other wildlife in co-existence landscapes.

- **Causal Pathway 2:** has been renamed **Inclusive Inter-sectoral and Multi-Stakeholder Collaborations**, as the connective thread for this pathway are the intersectoral/multi-stakeholder partnerships that have to be forged in order to achieve every level of results. The cross-country, shared landscape, multi-community aspect of this project requires a comprehensive approach and mutually supportive relationship-building, knowledge-sharing and shared agenda setting. The activities to achieve Output 2: *“Cross-sectoral and transboundary trade-off dialogues concerning major landscape drivers and policy change agendas collaboratively developed by sectoral stakeholders in selected key coexistence landscapes and disseminated”* include cross-national, cross-community and intersectoral consultations, establishment of multi-stakeholder platforms, and the conducting of priority-setting workshops. A key driver in this causal pathway is the *“Stakeholders from different sectors, as well as women, indigenous communities and civil society engage in landscape-level trade-off negotiation in parallel and complementary conservation and*

development planning” foresees that effective partnerships and collaborations, and effective landscape planning priorities, will spill to other development and conservation processes. It also includes community stakeholders, indigenous custodians and women who play a key role in natural resource management. Interventions under the output seek to lead to the Outcome: *“National-level policymakers responsible for the pilot landscapes endorse the use of systemic approaches to conservation and development in coexistence landscapes, and incorporate these in national policy and planning frameworks”*, by supporting scaled responses to development and conservation planning through mutually supportive relationships at the intersectoral and multistakeholder levels. The relationships and partnerships seek to create a cohesive approach to landscape planning, to achieve a higher level of results. At the intermediate state *“International, national and landscape level land-use and economic development interventions are compatible with wildlife needs and landscape conservation”* require effective partnerships, collaborations and joint activities, and a shared perspective on landscape conservation goals, to meet them. Multi-stakeholder and inter-sectoral partnerships and collaborations are thus a key feature to attain the overall impact *“Evidence-based conservation contributes to security and wellbeing of people, elephants and other wildlife in key African coexistence landscapes”* for it is the application of evidence through networks, partnerships and collaborations which will attain results at scale.

- **Causal Pathway 3** builds on the other two causal pathways and seeks to leverage the data/models generated (Causal Pathway 1), as well as the partnerships/collaborations established (Casual Pathway 2) to inform learning processes, and scale up conservation efforts, in parallel with economic, investment and development planning. Causal Pathway 3 has been named **Learning Processes: Upscaling of data and knowledge generated**. The key thread under this pathway is that the knowledge generated, is socialized through multi-stakeholder platforms and mechanisms, to broader areas of influence, so that development interventions in the landscapes take into account the data generated by this project. This requires the participation and engagement of the private sector, the informing of policy processes, collaborations with the investor class, and extension to economic and planning policies. The process of sharing data and leveraging partnerships will help achieve Output 3: *“International, regional and national information, policy, decision-makers and investment mechanisms are informed, capacitated and have knowledge concerning key co-existence landscape drivers, modelling tools and policy agendas”*. There are three assumptions under this causal pathway: 1: *“Investors and development partners are willing to engage in discussions regarding the potential negative impacts of policy and actions resulting from large-scale development projects and consequent changes in human demographics and migration on elephants and other wildlife”*, 2 *“Corruption and vested interests do not prevent political acceptance of landscape conservation needs from being converted into tangible and appropriate policy initiatives”*; and 3: *“Decision making by relevant government departments and amongst donors and other international agencies are not monopolised by a short-term focus on meeting the basic development needs of landscape communities”*. There is also one driver: *“Government agencies responsible for finance and development planning are receptive to engaging with other sectors to support pilot coexistence landscapes and to establish conducive policies and plans”*. The upscaling of project-generated data, particularly in non- environment/agricultural sectors, and coalescing partnerships, investment, and development around an evidence-based shared agenda, is intended to contribute to the Outcome:

“National-level policymakers responsible for the pilot landscapes endorse the use of systemic approaches to conservation and development in coexistence landscapes, and incorporate these in national policy and planning frameworks”. In turn, the endorsement of systemic approaches to conservation and development in coexistence landscapes will lead to the intermediate state of: *“International, national and landscape level land-use and economic development interventions are compatible with wildlife needs and landscape conservation”*, through the fostering of alignment among various development goals and practices. A driver has been added in this causal pathway: *“Human activities change as a result of intersectoral collaborations, dissemination of findings, policy change, decreasing stressors on ecosystems”*. The reason for this is that human behaviour in the landscape is a significant external factor that could influence the success of the project. Based on activities under causal pathways 2 and 3 it is assumed that human behaviour can be influenced by the project and its partners and contribute the overall impact: *“Evidence-based conservation contributes to security and wellbeing of people, elephants and other wildlife in key African coexistence landscapes”*.

Table 8. Reformulation of the Theory of Change

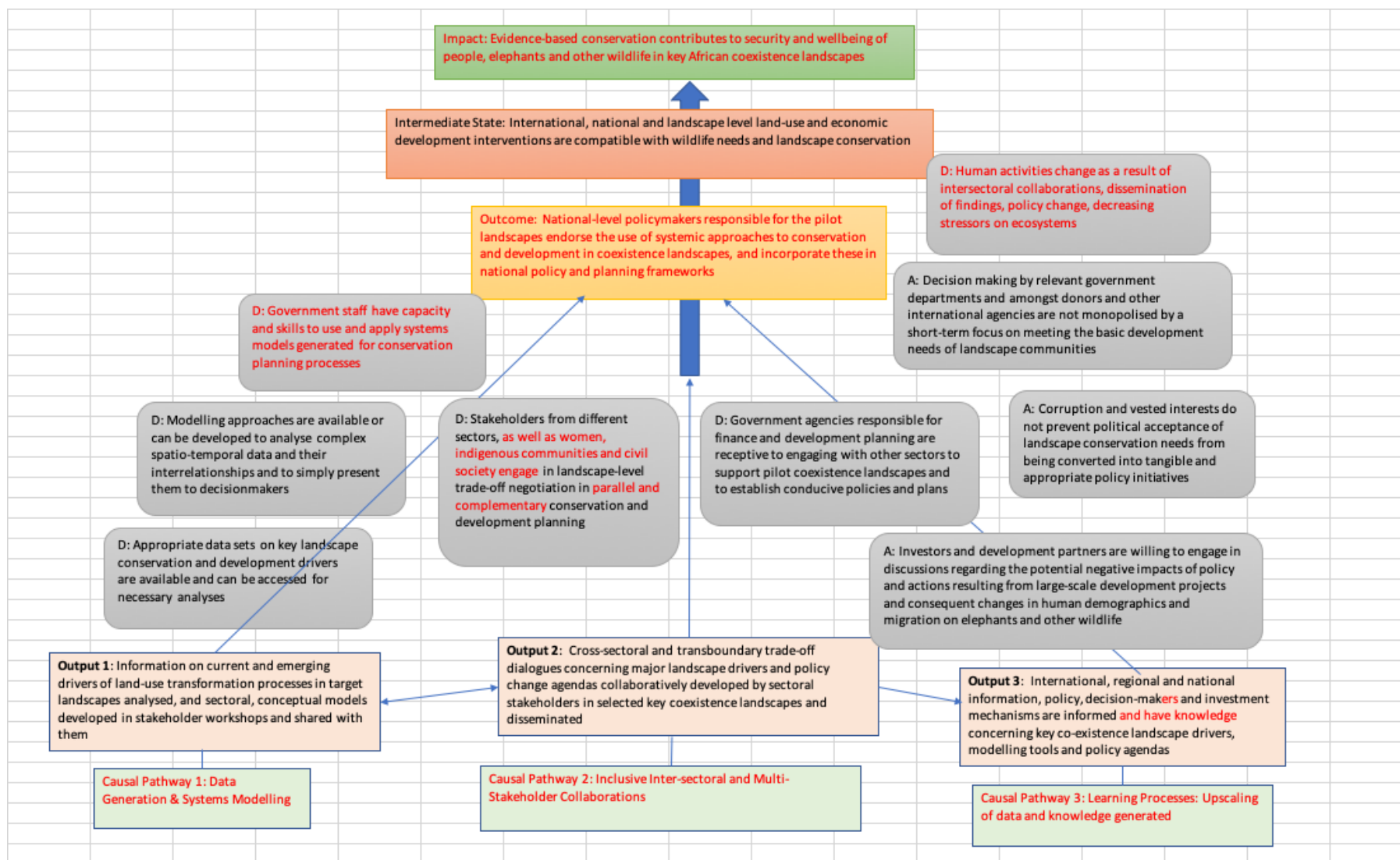
Formulation in original project document(s)	Formulation for Reconstructed ToC at Evaluation Inception (rTOC)	Justification for Reformulation
IMPACT		
Future security and wellbeing of people, elephants and other wildlife in key African coexistence landscapes is secured	Evidence-based conservation contributes to security and wellbeing of people, elephants and other wildlife in key African coexistence landscapes	The impact although should be ambitious, seems overly-ambitious in the original TOC for this project. The proposed change is still ambitious in that it has an eye to conservation (which would imply improved circumstances for wildlife), but also focuses on the evidence aspect, which is a key feature of this project. Evidence that will inform conservation is provided through data collection, model-design and application which are planned outputs for this project.
INTERMEDIATE STATE		
International, national and landscape level policy and planning processes increasingly favour land-use and economic development that is compatible with wildlife needs and landscape conservation	No changes	
OUTCOME		

Immediate Outcome: National-level policymakers responsible for the pilot landscapes endorse the use of systemic approaches to understand the conservation and development challenges impacting coexistence landscapes, and are working to incorporate these in national policy and planning frameworks	Outcome: National-level policymakers responsible for the pilot landscapes endorse the use of systemic approaches to conservation and development in coexistence landscapes, and incorporate these in national policy and planning frameworks	“endorsement”, “understand” and “working to incorporate” together can be somewhat vague and difficult to measure. The revised outcome is slightly more active and clearer with what it seeks which is endorsement and incorporation of systemic approaches in national policy and planning frameworks.
OUTPUTS		
Output 1: Information on current and emerging drivers of land-use transformation processes in target landscapes analysed, and sectoral, conceptual models developed in stakeholder workshops and shared with them	No changes	
Output 2: Cross-sectoral and transboundary trade-off dialogues concerning major landscape drivers and policy change agendas collaboratively developed by sectoral stakeholders in selected key coexistence landscapes and disseminated	No changes	
Output 3: International, regional and national information, policy, decision-making and investment mechanisms are informed concerning key co-existence landscape drivers, modelling tools and policy agendas	Output 3: International, regional and national information, policy, decision-makers and investment mechanisms are informed and have knowledge concerning key co-existence landscape drivers, modelling tools and policy agendas	The aspects of knowledge generation and capacity building are subdued in the logical framework. These elements are crucial to achieve the planned results so that the models generated are applicable and can have the policy impact that is planned. Without focusing on knowledge generation, capacity building or sensitization it is unclear how results would be achieved.
DRIVERS & ASSUMPTIONS		
Assumption: Models developed are able to generate realistic future scenarios”	This has been removed.	An assumption is a significant external factor or condition that needs to be present for the realization of the intended results but is beyond the influence of the project and its partners. The fact that models were developed by the project indicate that they were not external factors or conditions, rather outputs of the project.
Assumption: Landscape-level planning and policy formulation processes supported by the project can be reconciled with existing	This has been removed.	The project has control over what policy formulation processes can be supported and reconciled with existing national development plans and policies, based on its activities.

national development and sectoral plans and policies		This element is thus not a significant external factor that needs to be present for the success of the project and cannot be referred to as an assumption.
Impact driver: The project is able to mobilise stakeholders from different sectors to engage in landscape-level trade-off negotiations and conservation and development planning”	Driver: Stakeholders from different sectors, as well as women, indigenous communities and civil society, engage in landscape-level trade-off negotiations in parallel and complementary conservation and development planning	This has been changed to a driver; and women, indigenous communities and civil society have been included. Reference to parallel and complementary landscape development planning indicates that those processes do take place—the project can influence some of these.
	New driver has been added: “Government staff have acquired sufficient capacity and skills to use and apply systems models generated by this project for conservation planning processes”	There is a big leap between generation of models and policy-makers applying them. One has to assume that government staff is capacitated to apply the models and information generated. This driver can be influenced by the project and its partners (e.g. parallel capacity building activities/programmes).
	New driver has been added: “Human activities change as a result of intersectoral collaborations, dissemination of findings, policy change, decreasing stressors on ecosystems”	This driver has been added between the outcome and intermediate state to showcase how investments in stakeholder collaborations, in models generated and in policy and planning are anticipated to coalesce and lead to the intermediate state. It also addresses the human behavioural factor which has been highlighted in the ProDoc as a major factor in ecosystems degradation.
Driver; Appropriate data sets on key landscape conservation and development drivers are available and can be accessed for necessary analyses	No changes	
Driver: Modelling approaches are available or can be developed to analyse complex spatio-temporal data and their interrelationships and to simply present them to decisionmakers	No changes	
Driver: Government agencies responsible for finance and development planning are receptive to engaging with other sectors to support pilot coexistence landscapes and to establish conducive policies and plans	No changes	

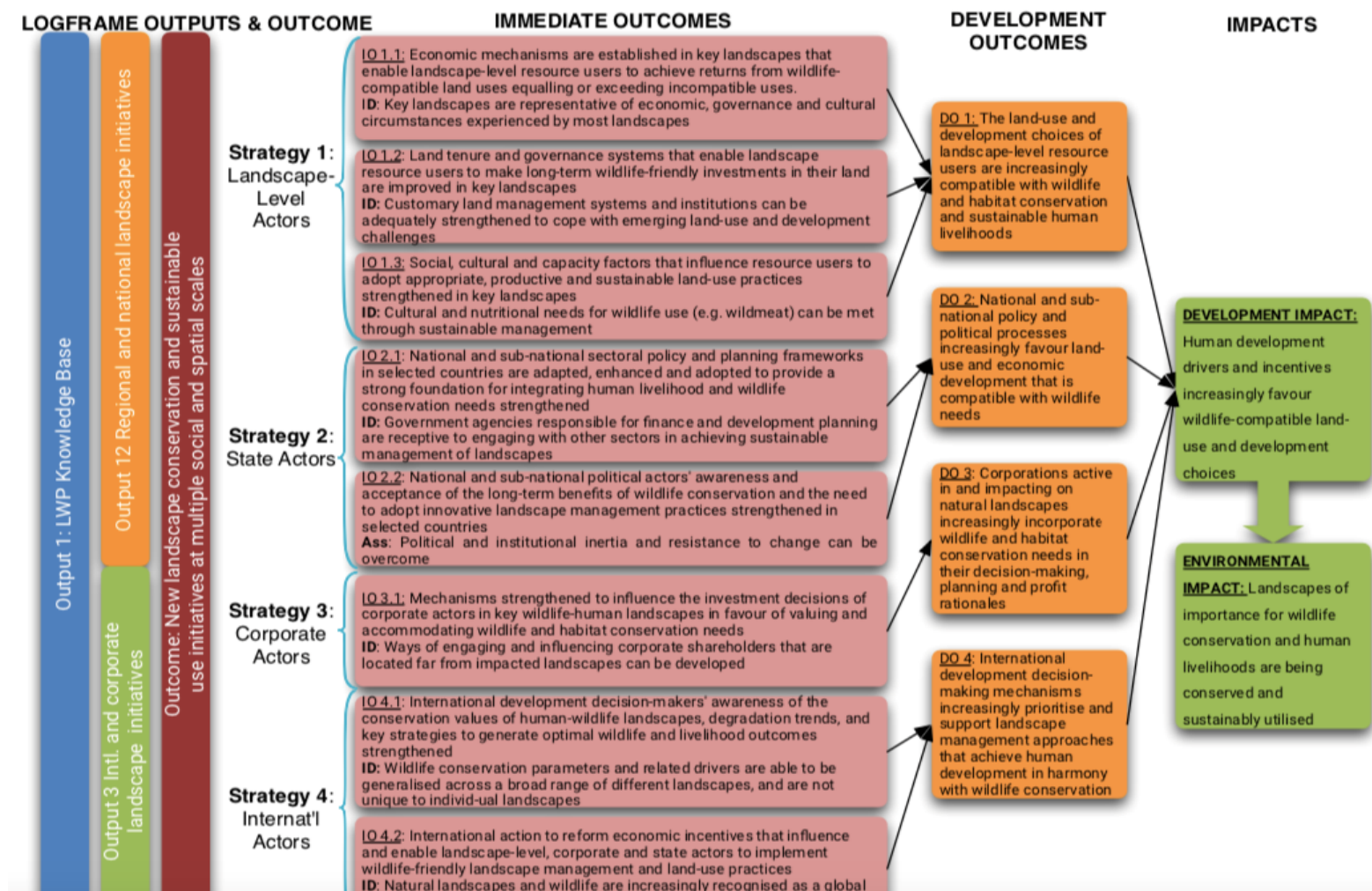
<p>Assumption: Investors and development partners are willing to engage in discussions regarding the potential negative impacts of policy and actions resulting from large-scale development projects and consequent changes in human demographics and migration on elephants and other wildlife</p>	<p>No changes</p>	
<p>Assumption: Corruption and vested interests do not prevent political acceptance of landscape conservation needs from being converted into tangible and appropriate policy initiatives</p>	<p>No changes</p>	
<p>Decision making by relevant government departments and amongst donors and other international agencies are not monopolised by a short-term focus on meeting the basic development needs of landscape communities</p>	<p>No changes</p>	

Fig. 1 Reconstructed Theory of Change



Given that this project was the only one implemented under the LWP Project Framework, it is also necessary to display the LWP theory of change. The outputs are aligned in both theories of change, see paragraph 60 and 131.

Fig. 2 Landscapes, Wildlife & People (LWP) Framework Theory of Change



5 EVALUATION FINDINGS

5.1 Strategic Relevance

5.1.1 Alignment to UNEP MTS, POW and Strategic Priorities

80. The project was implemented by the Biodiversity, People and Landscapes Unit (formerly known as the Wildlife Unit), within the Ecosystems Division in UNEP and contributed to the Healthy and Productive Ecosystems (2018-2021) and Nature Action (2022-2025) UNEP sub-programmes. In terms of the Healthy and Productive Ecosystems (2018-2021), the project was well aligned with it by supporting interventions that focused on long-term change processes (supporting evidence-based policy-making), and by aligning the growing need for ecosystem goods and services with biodiversity conservation and long-term ecosystem health. The project developed systems modelling tools which provide policy-makers the ability to simulate the ecosystem impacts of their policy choices. The design also supported the following Expected Accomplishments:
- *EA (a): “The health and productivity of marine, freshwater and terrestrial ecosystems are institutionalized in education, monitoring and cross-sector and transboundary collaboration frameworks at the national and international levels”* by supporting transboundary frameworks, the KAZA Secretariat and supporting knowledge-sharing and alignment in landscape goals and activities. Consultations in both Zimbabwe and Botswana revealed appreciation for selecting the KAZA Secretariat as a key project partner, as this is responsive to national objectives in both countries and seeks to strengthen transboundary collaborations in the long-run.
 - *EA (b): “Policymakers in the public and private sectors test the inclusion of the health and productivity of ecosystems in economic decision-making”* by establishing modelling tools which take into account the impact of different policy interventions on the landscape health, both ecologically and socially.
81. This project was designed in parallel to the Landscapes, Wildlife & People (LWP) framework project, which was one of UNEP’s eight flagship projects under the MTS 2018-2021. Both the LWP and the ACL were, anecdotally, developed in parallel, and were well aligned. Both projects share the same problem tree and gender analysis.
82. Overall, the project is highly satisfactory in term of its alignment to UNEP MTS and PoW

Rating of Alignment to UNEP MTS, POW and Strategic Priorities: Highly Satisfactory

5.1.2 Alignment to Donor Strategic Priorities

83. This project was financed by the EU and was developed in line with its Biodiversity for Life (B4Life) flagship initiative which was established to support least developed countries to protect ecosystems, combat wildlife crime and develop green economies.¹⁹ In particular, the project was well aligned with “promoting good governance of natural resources”, in that it sought to provide tools to policymakers to make more informed decision-making in terms of their intersectoral interests, which could led to more cohesive governance.

¹⁹ EU. Biodiversity for Life Flagship Programme. Available online at: <https://capacity4dev.europa.eu/groups/b4life>

84. Under the B4Life initiative, the EU had a *Wildlife Crisis Window* under which the *Larger than elephants: input for an EU strategic approach for African Wildlife Conservation* was developed to contextualize some of the crises in the region. This strategy notes: “the problem is ‘larger than elephants’. Increasing pressure on land and natural resources, such as bushmeat and firewood, are leading to habitat loss and the irreversible degradation of entire ecosystems; many communities are exhausting the resources that guarantee their present and future livelihoods. Wildlife conservation is as much about people as it is about plants and animals.”²⁰ The ACL project is in line with this approach and has a design that looks at the intersection of humans and wildlife and explores the drivers that influence conflict or scarcity of resources. The strategy also notes the benefits of transboundary approaches to conservation and notes: “One of the key advantages of the transfrontier approach to conservation is the opportunity to plan and undertake both conservation and development at the scale of landscapes that incorporate entire ecosystems. This enables more effective conservation, more efficient use of natural resources, and a greater social and economic involvement of communities.”²¹ The ACL project targeted two TFCAs thereby supporting an approach that is in line with transboundary priority of EU strategies.

Rating of Alignment to Donor Strategic Priorities: Highly Satisfactory

5.1.3 Relevance to Global, Regional, Sub-regional and National Priorities

Global Priorities

85. The project is aligned with the Strategic Plan for Biodiversity 2011-2020 (the Post-2020 Biodiversity Framework was not finalized by the end of the project). In particular, the project design supports the Strategic Plan for Biodiversity’s clause on “Promote the generation and use of scientific information, develop methodologies and initiatives to monitor status and trends of biodiversity and ecosystem services”.²² As is apparent from project documents, exchanges, presentations and notes, the collection of data, and the interpretation of how various data can impact ecosystems, was a significant part of this project. The project thus supported the generation and use of scientific information and developed methodologies as a result.
86. The project is also in line with the CITES convention and the CITES 2030 Vision, as it seeks to support long-term conservation of species, thereby contributing to halting biodiversity loss, to ensuring its sustainable use, and to achieving the 2030 Agenda for Sustainable Development. This is clear in the project design which seeks to address the drivers of degradation that impact human and animal life, as well as social and environmental resources. The data collected on wildlife numbers and behaviours, risks and interactions with other intersectoral factors, provide documentary evidence to the prioritization of wildlife conservation underpinning this project.

²⁰ EU, Directorate-General for International Cooperation and Development, MacKinnon, J., Aveling, C., Olivier, R., et al., *Larger than elephants : inputs for an EU strategic approach to wildlife conservation in Africa : synthesis*, Publications Office of the European Union, 2017, available online at: <https://data.europa.eu/doi/10.2841/909032>

²¹ Ibid.

²² CBD. Strategic Plan for Biodiversity 2011-2020. Available online: <https://www.cbd.int/decision/cop/?id=12268>

Regional/Sub-Regional Initiatives

87. There are several Southern African regional agreements, plans, initiatives and arrangements which the project appears to be well-aligned with. These include: Kavango-Zambezi Transfrontier Conservation Area (KAZA TFCA), the Southern African Development Community Protocol on Wildlife Conservation and Law Enforcement, the African Elephant Action Plan (AEAP), Regional Programme for the Conservation of SADC Plant and Genetic Resources (which although is not focused on wildlife does address biodiversity and ecosystem service which are a vital aspect to wildlife management). The KAZA TFCA in particular, is among the largest transfrontier conservation areas in the world which covers parts of Angola, Botswana, Namibia, Zambia and Zimbabwe. By focusing on KAZA and developing intersectoral tools aimed at improved management of natural resources, the project is well-aligned with the aforementioned.

National Priorities

88. As the activities were primarily implemented in Botswana and Zimbabwe, these are the national priorities the TE will be examining relative to the project.

Botswana

89. The project supports National Development Plans. In particular, the ACL project is aligned with the 11th National Development Plan (2017-2023) which focuses on the sustainable use of limited resources. Some of the tools developed by the ACL project seek to demonstrate policy decisions on natural resources, e.g. on water availability, soil, water, and wildlife. The project developed modelling tools to showcase how policy decisions in one area would impact resources in a landscape. Ideally, if the tools were to be employed effectively, they would support Botswana government officials to better manage their resources.
90. Botswana has several policies that address wildlife issues such as Human and Wildlife Conflict, Conservation and Wildlife Management Act, Community-Based Natural Resource Management (CBNRM), establishment of national parks and game reserves, and anti-poaching initiatives specifically targeting elephants and rhinos. The project is aligned with these initiative as it seeks to generate the information and tools necessary to address wildlife challenges and in the long-term support policymaking that supports restoration of ecosystems thereby mitigating human-wildlife conflict.
91. Several Thematic Working Groups in Botswana seek to align Sustainable Development Goals to the national agenda and harmonize interventions that are complementary and have dynamic synergies. The Sustainable Environment Thematic Working Group, coordinated by the Ministry of Environment, Natural Resources Conservation and Tourism (MENT), promotes concerted planning with other ministries whose mandates depend on natural resources. The ACL project supports this thematic working group's efforts in that it promoted an intersectoral approach to wildlife-human conflict.
92. Botswana has also established trans-frontier conservation areas allowing for the free movement of wildlife and supporting biodiversity conservation. By focusing on the KAZA TFCA, the project is well-aligned with this approach.

Zimbabwe

93. In Zimbabwe there are several policies and plans that address wildlife. These include the National Parks and Wildlife Act, Wildlife-Based Land Reform Policy, Zimbabwe National Elephant Management Plan (2015-2020), Community Areas Management Program for Indigenous Resources (CAMPFIRE), and the Environment Management Act. The ACL project appears well-aligned with the aforementioned as it seeks to improve information and data availability so as to allow policy-makers to make more informed choices thereby resulting in better governance. As in the case of Botswana, Zimbabwe also supports TFCA's which the project is supporting through its work in the KAZA TFCA.

Rating of Relevance to Global, Regional, Sub-regional and National Priorities: Highly Satisfactory

5.1.4 Complementarity with Existing Interventions/ Coherence

94. The project has demonstrated complementarity to other initiatives and interventions which indicate that it could have the potential of being mutually supportive with other initiatives. In Botswana, the project was implemented just after a World Bank initiative "Human-Wildlife-Coexistence Management Project in Northern Botswana (USD 5.5 million budget) was completed. The ACL project development took place in an opportune moment to build on the results of this initiative. In Zimbabwe, a GEF-funded UNDP project was being implemented concurrently on ecosystems restorations in the Zambezi region which overlaps and buffers some of the KAZA sites. There is complementarity with this project entitled "Strengthening Biodiversity and Ecosystems Management and Climate-Smart Landscapes in the Mid-to-Lower Zambezi Region of Zimbabwe" (with budget of USD10,025,964). There is also alignment to initiatives underway by the donor, most notably, Biodiversity for Life (B4Life) flagship initiative which was established to support least developed countries to protect ecosystems, combat wildlife crime and develop green economies.²³ Further in 2016, KAZA put forth its Human Wildlife Conflict Mitigation Measures. This project serves as deepening understanding on issues that are clearly of concern to development partners in the region.

Rating of Complementarity with Existing Interventions/Coherence: Satisfactory

Rating for Strategic Relevance: Highly Satisfactory

5.2 Quality of Project Design

95. The project reflected the baseline interventions that should take place in order to initiate and improve a systems approach for the co-existence of humans and wildlife in the target areas. The stated problem and the situation analysis were clearly presented. Overall, the project was well-elaborated but should be considered as a first phase (pilot) or foundational piece of a larger project, and this is something that should have been reflected clearly in the theory of change (TOC), which it is not in the project documents.

²³ EU. Biodiversity for Life Flagship Programme. Available online at: <https://capacity4dev.europa.eu/groups/b4life>

96. The project design sought to address some of the systemic issues by elaborating one outcome and corresponding three outputs that focused on identifying the drivers of ecosystems and habitat loss, which in turn negatively impact wildlife populations and humans, and addressing them through generating the data that would inform policies and planning, and through multi-stakeholder dialogue groups. Instead of addressing the back end of wildlife loss (e.g., illegal hunting), the project appeared to focus on increasing understanding on key causes of degradation, and identifying systemic approaches to address these, and to socialize them among many different cross-border and cross-sectoral stakeholders.
97. However, the initial project design does not appear to capture the breadth of designing and establishing a systems modelling approach. A great deal of analytical and quantitative work was conducted to develop the systems modeling approach and this breadth was not reflected sufficiently in the Outcome. The results framework comes across as focused mainly on information/knowledge generation, tool/model development for landscape governance and management—as manifested through changes anticipated in policy and planning frameworks. Yet, the overall objective appears considerably loftier and seems unattainable given the scale of planned activities and the challenges imposed by the COVID-19 pandemic. The jump between the Intermediate State: *“IS1: International, national and landscape level policy and planning processes increasingly favour land-use and economic development that is compatible with wildlife needs and landscape conservation”* to the impact *“Future security and wellbeing of people, elephants and other wildlife in key African coexistence landscapes is secured”* seems over-ambitious, especially since there were not any indicators on the well-being of elephants, wildlife or people.
98. In fact, while human-wildlife is represented amply in the project design documents, concrete interventions on this, other than simulations, are not evident. This challenge of going from intermediate state to the impact is noted in the ProDoc (2019) and shows that it was considered in the design, however, this link/plan between this first phase and a speculative second phase which may not happen, was not quite described, and was not sufficiently captured in the results framework or TOC which could potentially have highlighted linkages to a second phase and the aggregate impact.
99. Documentation reveals that much of the work was focused on the development of systems modelling, which involved not only the technical development of models, but intensive consultation with cross-sectoral and cross-border stakeholders, a socializing of the systems approach and its potential uses and benefits, and gathering of data. The challenge may have been that a systems model and its associated benefits could have been considered not high level enough as an outcome during design, and elements of this have been couched under various outputs. As a result, the results framework does not fully capture the scope of the work involved with systems modelling.
100. The **Outcome** – “National-level policymakers responsible for the pilot landscapes endorse the use of systemic approaches to understand the conservation and development challenges impacting coexistence landscapes, and are working to incorporate these in national policy and planning frameworks”, appears achievable. However, the outcome was not as active as it could be: “endorse the use of systemic approaches to understand...to incorporate...” appears to focus on the “understanding” rather than on results to be obtained in the targeted sites. Perhaps if the outcome was phrased as: “National-level policymakers responsible for the pilot landscapes endorse the use of systemic approaches to conservation and development in coexistence

landscapes, and incorporate these in national policy and planning frameworks”, there is a greater focus on the endorsement and incorporation—the ‘understanding’ is then implied, and can be folded into outputs. It also makes the outcome a little less wordy. This would of course be an ambitious revised Outcome, for endorsement of systems approaches requires a great deal of legwork to build the multi-sectoral, multi-stakeholder understanding of systems modelling for improved wildlife and human activity. However, one could assume that the elements building this understanding would be part of planned activities under Output 1. It is understood that given the short project duration, the limited funds for the project, and the intensity of the Covid-19 pandemic, that the outcome from the project could not be too ambitious. However, it is necessary to ensure that the project delivers higher-level results and does not remain at the output and activity level.

101. Further, one can assume that by dint of partaking in Output 1 and 2, national-level policymakers were in some way already endorsing systemic approaches. This renders the outcome redundant. It would have been useful to provide a value added at the outcome-level and clarify what element at a higher results chain would demonstrate the catalytic nature of the outputs. For instance, if enhanced capacity building to integrate systemic approaches to conservation had been introduced at the outcome level, there could potentially have been more activities to move beyond the multi-sectoral endorsement, to usage and application of outputs.
102. In terms of **Output 1**- “Information on current and emerging drivers of land-use transformation processes in target landscapes analysed, and sectoral, conceptual models developed in stakeholder workshops and shared with them” focuses on landscape information and system dynamics models, and establishing much of the data baseline. Given the breadth of tools and systems being development and data being refined, it would have been useful to include more indicators that assess progress against the very specialized approaches proposed under these outputs. As it stands, there is only one indicator provided: “# of countries participating in sectoral stakeholder workshops to develop conceptual sectoral models for target landscapes (Baseline: 0; target: 5)”. It would be useful to include indicators about the conceptual models designed, the datasets developed, or the tools employed and adopted, such as:
 - # of datasets established: this would allow the project to showcase data on either elephant abundance and distribution and conservation needs; biodiversity; climate change; agriculture; surface water distribution, human population distribution, demography, migration, settlement; water distribution and availability; land use, tenure and user rights; invasive species and their impacts and economic drivers
 - # (or types) of spatiotemporal and systems dynamics adopted
 - # (or types) of tools assisting policy-makers and other key stakeholders in making decisions about conservation and development investment in Africa (this would allow the project to measure progress on the use of new tools such as visual ones like flight simulators, and interactive learning environments planned)
103. The work conducted under Output 1 was substantial; well elaborated indicators would have helped capture all that went into it. It is also worth noting that there were no gender indicators which makes it challenging to measure gender impacts or whether the project was able to generate any gender-related data.
104. With regards to **Output 2**- “Cross-sectoral and transboundary trade-off dialogues concerning major landscape drivers and policy change agendas collaboratively developed by sectoral stakeholders in selected key coexistence landscapes and

disseminated” addresses the critical angle of ensuring multi-stakeholder collaboration and participation and application of the tools and models developed under the first output. The three indicators provided are appropriate (# of countries participating in transboundary cross-sectoral trade-off dialogues (Baseline 0: target: 2); # of sectoral decision makers participating in transboundary cross-sectoral trade-off dialogues (Baseline 0: target: 10); # of policy agendas collaboratively formulated by stakeholders and disseminated (Baseline:0; target:5)). Integrating some gender indicators under this output could have helped measure levels of gender inclusion and participation under the project.

105. With **Output 3-** “International, regional and national information, policy, decision-making and investment mechanisms are informed concerning key co-existence landscape drivers, modelling tools and policy agendas” appeared to be focused on sharing lessons learned from outputs 1 & 2 with regional and international mechanisms, and sharing the tools for developing systems dynamics and negotiating trade-offs. The indicators provided are appropriate. One element that could be delved into a bit deeper in the project document is “*to what end*”? There was discussion on sharing lessons learned, but focusing on upscaling, replication or mainstreaming findings into other policy sectors could have been highlighted further, especially to guide the policy integration process. There is also a lack of clarity on the level of capacity building or awareness-raising that would need to be undertaken under this output to have the kind of upscaling required at the policy level.
106. Overall, the results framework was focused on data generation, tools development and multi-sectoral collaborations. While policy change is informed, it was not fully expected by the end of the project duration. This is reasonable given the time and budget allocated to the project. For that reason, there are no indicators assessing concrete policy change. However, some incorporation of elements generated by the project into policy frameworks, planning tools or regional frameworks would have been useful to gauge the acquisition/application of project outputs.
107. One significant challenge noted under this criterion was that stakeholders/beneficiaries were not involved in project design. They were recipients of the project at inception and this created a sentiment that this was a project designed elsewhere, instead of an example of “co-creation”, and was brought in to be implemented, without it being anchored in any government ministry. Anecdotally, several people interviewed recognized that the project leveraged expertise and skills that may not have existed in the country, and while this was appreciated, not having government ministries part of the design meant that the project wasn’t housed against any programme of work, and that there was a lack of ownership of project products and initiatives. Country stakeholders expressed that they felt they were recipients of workshops but were not involved in shaping the project in ways it could be better applied. There was no budget for design consultation. Despite this, in order to give the project ownership, legitimacy, and render it sustainable and applicable, national stakeholders should be prioritized as part of the design. Perhaps this is something to be achieved through UNEP co-financing.
108. The role of women and considerations for gender inclusion in the project design were also missing. While the project had a gender marker, and there was reference to women being included as stakeholders as far as possible, there was no clear strategy on how to include the voices of women, or indicators measuring women’s inclusion or participation. There was no gender analysis or budget lines designated for gender-based activities.

109. The overall strengths and weaknesses in Policy Design include:

Strengths:

- Design addressed data collection on key drivers of degradation and loss.
- Design addressed mechanisms to enhance multi-sectoral collaboration, engagement and reduced chances for conflict, lack of alignment across different stakeholder groups and countries. It built social cohesion into the project with the assumption that this will be more supportive and will sustain project results at a landscape level.
- The project was embedded into the LWP for greater institutional alignment, and well aligned with UNEP and EU priorities.
- Although not sufficiently highlighted in design documents, the project sought to generate new knowledge and learning processes.
- Given the duration and budget constraints, the project appeared to have prioritized appropriate activities to increase systems knowledge and use.
- Site selection was appropriately justified as landscapes where wildlife/human interface occurs, and was a priority area for national TFCAs.
- Design documents were revised to incorporate changing risks associated with the COVID-19 pandemic.

Weaknesses

- Some of the drivers of human behaviour that cause ecosystems and habitat loss remained unaddressed. There were no assumptions or drivers on behavioural change provided despite being mentioned as a critical factor in the ProDoc.
- The overall objective appears over-ambitious based on the scope of activities, budget and project duration.
- As this project appears to be a preliminary phase, this should have been reflected more clearly—the impact should either reflect the impacts of this particular project, or the results chain should be constructed in a way that shows how this project will feed into a second phase to achieve the desired impact. This will provide a more complete TOC as the current impact identified appears unlikely from this project.
- The outcome could have been rephrased to be more active; the term “endorsement” requires some clarification to be assessed.
- The indicators under Output 1 could have been improved to measure what tools, models and data sets will be generated, this is particularly useful to showcase the breadth of systems modelling and what it can contribute.
- The indicators under Output 2 would have benefited from a gender indicator to measure gender-differentiated results, but did receive a gender scoring at inception.
- The drivers should have better reflected women, indigenous groups and other key stakeholders.
- Some of the drivers and assumptions were not external to the project and as such were not drivers or assumptions.

- The complexity and benefits of systems modelling was not conveyed through the theory of change/results chain.
- Human rights principles were reflected generally in the Social and Economic Review Note; the results framework would have benefitted from stronger integration of human rights considerations particularly as the project targets various communities and stakeholders and management of land and natural resources.
- National participation in project design was missing.

Table 9. Overall Project Design Score

	SECTION	SCORE (1-6)	WEIGHTING	TOTAL (Rating x Weighting/10)
A	Operating Context	5	0.4	0.2
B	Project Preparation	5	1.2	0.6
C	Strategic Relevance	5	0.8	0.4
D	Intended Results and Causality	3	1.6	0.48
E	Logical Framework and Monitoring	4	0.8	0.32
F	Governance and Supervision Arrangements	4	0.4	0.16
G	Partnerships	5	0.8	0.4
H	Learning, Communication and Outreach	3	0.4	0.12
I	Financial Planning / Budgeting	5	0.4	0.2
J	Efficiency	4	0.8	0.32
K	Risk identification and Social Safeguards	2	0.8	0.16
L	Sustainability / Replication and Catalytic Effects	2	1.2	0.24
M	Identified Project Design Weaknesses/Gaps	3	0.4	0.12
			TOTAL SCORE (Sum Totals)	3.72
			10	Moderately Satisfactory

Rating of Quality of Project Design: Moderately Satisfactory

5.3 Nature of the External Context

110. The external context played a significant role in the implementation of the project. The effect of COVID-19 cannot be understated. It affected the rollout of project activities, limited the face-to-face interactions and forced many of the in-person activities to be conducted digitally. Many stakeholders resided in zones where internet was not reliable. One workshop participant noted that the momentum from the in-person workshops was lost when discussions moved online. It was noted that the workshops had been tremendously successful in bringing different parties together and giving them the space to interact with one another and allow for the greater expression of inter-sectoral needs and challenges. In particular, the use of “café-style” engagement was designed to enhance engagement and introduce participants to different perspectives and ideas. This was challenging to accomplish in online forums.
111. Nonetheless, a series of four webinars were organized to collect feedback from participants on the interim development of the sectoral models. An online workshop for validation of the integrated model was organized in December 2020. The workshop was attended by a total of 31 participants of which 17 were stakeholders. The project demonstrated adaptive management through transitioning interventions online.
112. The challenges imposed by COVID-19 was not something the project could have planned for. In terms of other foreseeable external factors, these did not impact the implementation of the project.

Rating of Nature of External Context: Moderately Unfavourable

5.4 Effectiveness

5.4.1 Availability of Outputs

113. The project was largely able to deliver the outputs. The results noted are in the table below and are based on the evaluator’s own observations of the materials produced by the project and then triangulated through consultations with informants.

Table 10. Availability of Outputs

Outputs	Indicators	Nature of Achievement	Degree of Achievement
Output 1: Information on current and emerging drivers of land-use transformation processes in target landscapes analysed, and sectoral, conceptual models developed in stakeholder	# of countries participating in sectoral stakeholder workshops to develop conceptual sectoral models for target landscapes Baseline: 0 Target: 5	<ul style="list-style-type: none"> Botswana and Zimbabwe stakeholders took part in physical workshops. There is evidence of digital consultations with stakeholders in Congo, Cameroon and Central African Republic. There is evidence of the presence of a modeller from South Africa facilitating workshops. 	100% based on 5 out of 5 countries participating in consultations based on consultation notes and videos provided by project management.

workshops and shared with them		<p>The source of data is based on meeting notes/minutes, and zoom videos.</p> <ul style="list-style-type: none"> • Data was collected on various intersectoral factors (e.g. evidence of data on climate, land, soil, water, livestock, wildlife, boreholes) through different stakeholders based on studies produced by consultants retained by the project. • In cases of data gaps, other sources (e.g. satellite, open source) were used as noted by project team members. • Conceptual models were developed through inputs at stakeholder workshops as per information in meeting notes and followed up with consultations. • Simulation workshops were conducted to model how tools could be applied. Data for these were in recorded zoom presentations viewed by the evaluator and follow up consultations with informants. • Analysis of data was carried out—documented evidence of reports by consultants and project team members. • Gender data was not collected in the same manner as other data, however, sex of participants in workshops were recorded, based on meeting reports and consultations with informants. 	
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<p>Output 2: Cross-sectoral and transboundary trade-off dialogues concerning major landscape drivers and policy change agendas collaboratively developed by sectoral stakeholders in selected key coexistence landscapes and disseminated</p>	<p># of countries participating in transboundary cross-sectoral trade-off dialogues</p> <p>Baseline: 0 Target: 5</p> <p># of sectoral decision makers participating in transboundary cross-sectoral trade-off dialogues</p> <p>Baseline: 0 Target: 25</p> <p># of policy agendas collaboratively formulated by stakeholders and disseminated</p> <p>Baseline: 0 Target: 5</p>	<ul style="list-style-type: none"> • Evidence of policy dialogues taking place; Zimbabwe and Botswana representatives actively engaged with cross-sectoral trade-off dialogues. Evidence of stakeholders being consulted in Cameroon, Congo, and Central African Republic but not the same type of engaged trade-off dialogues. Data obtained from meeting notes, meeting surveys, online meeting recordings. • Representatives from multiple ministries and sectoral interests were represented: forestry, wildlife, agriculture, tourism, water, police, community. Over 25 decision-makers participated according to meeting notes and follow up with participants. • Evidence of draft policy agendas (priorities, objectives, solution pathways) developed and discussed. Four pathways developed in the Botswana and Zimbabwe Policy Dialogues. These include Pathway A: Integrated Landscape Planning and Management; Pathway B: Mitigation of Human: Wildlife Conflict; Pathway C: Promotion of Sustainable Nature-Based Economies; Pathway D: Governance Systems for Co-Existence. Data provided by draft policy agendas, and presentations. 	<p>90% – only reason it is not 100% is because it is unclear to what degree Cameroon, Congo and CAR were able to develop policy change agendas through transboundary dialogues, and whether these were through collaborative moderated means or through limited consultations.</p>
<p>Output 3: International, regional</p>	<p># of decision makers participating in</p>	<ul style="list-style-type: none"> • Documented evidence of 113 participants at 	<p>60% as no evidence of investment</p>

<p>and national information, policy, decision-makers and investment mechanisms are informed and have knowledge concerning key co-existence landscape drivers, modelling tools and policy agendas</p>	<p>policy-level events and meetings at which the coexistence landscape drivers, modelling tools and policy agendas are presented and discussed</p> <p>Baseline: 0 Target: 15 (national); 10 (regional); 30 (international)</p> <p># of Permanent Secretaries informed about synergies and trade-offs and endorsing the need to develop integrated landscape level plans</p> <p>Baseline: 0 Target: 15</p>	<p>modelling workshop (inclusive of project management and consultants) according to meeting reports.</p> <ul style="list-style-type: none"> • In terms of 30 international decision-makers, the following institutions (number of people are in parentheses) to have been engaged: UNDP (2), UNRCO (1) FAO (5) WWF Cameroon (2), Wildlife Conservation Society (WCS) Congo (4), EU (1) according to meeting notes. There are reports of consultations with GIZ—unclear how many people that is. In addition, the project management team is made up of international experts. • KAZA/TNS model interface available online, according to the website developed by the project. • No evidence of investment mechanisms being informed of key-co-existence landscapes • Name/number of permanent secretaries informed is unclear. Anecdotal evidence of one PS attending a workshop. Unclear how many stakeholders have funnelled outputs from the project to senior officials 	<p>mechanisms being informed of key-co-existence landscapes. Evidence of Permanent Secretaries informed and engaged is unclear.</p>
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Output 1

114. Output 1 was delivered upon, and the project was able to generate data, models and tools on the emerging drivers, and compile them in sector-relevant and policy-relevant ways. Data was collected on various drivers. The models simulated various scenarios, while hard-coding some elements regarding wildlife data (food consumption, female maturity, body mass, longevity, litters and offspring per litter, food search radius,

monthly movement and distance, predators etc...). For example, wildlife data was collected on the common ostrich, impala, blue wildebeest, common tsessebe, roan antelope, sable antelope, waterbuck, gemsbok, steenbok, southern reedbuck, bush duiker, Cape buffalo, common eland, greater kudu, giraffe, common warthog, zebra, African bush elephant. These were transposed against various land, water, tourism, agriculture factors. Ultimately, the project was able to develop a modelling methodology for understanding complex systems, including socio-ecological systems and various drivers and elements that underpin it.

115. The project developed and tested system dynamics modelling framework to uncover patterns, underlying structures driving behaviour in selected landscapes. There is evidence of this being done in a participatory manner, as evidenced by meeting notes and presentations. The feedback from participants were used to construct integrated causal loop and stock and flow diagrams. The causal loop diagrams were mathematically adapted models. Sector models were developed through feedback and data from sectoral stakeholders. By the end of the integrated model validation, participants were able to view the causal relationships between sectors and the simulation of different scenarios in terms of key coexistence indicators.
116. Models were developed to simulate the following policy scenarios:
 - “what if” policy scenarios offered by participants
 - Scenarios of coordinated policies
 - Scenarios of uncoordinated policies
 - Scenarios of extreme conditions
117. What was most influential was *how* this output was produced. On the project management side, the project team was comprised of a variety of UNEP staff, academics and experts from different universities, as well as systems modelling experts, and these experts worked together, meeting weekly, to inform the project outputs, which were then validated by national stakeholders. The participatory modelling process for the KAZA landscape involved a 6-day participatory model-building workshop held in Victoria Falls, Zimbabwe in November 2019, bringing together close to 100 stakeholders composed practitioners from the agriculture, forestry, tourism, water and wildlife management sectors, and local communities from Botswana and Zimbabwe. A team of seven system dynamics modellers from African and European universities facilitated discussions to co-produce causal loop diagrams for each sector during the workshop.
118. All anecdotal accounts mention that this was a highly effective team that collaborated well together, and were able to bring diverse skills, which were required for specialized type of work. The unique aspect of going beyond UN and government staff allowed for diverse skills to be included and for the project to integrate some of its outputs into other institutions. For instance, there is evidence of a draft research paper being developed as a result of the project and there are anecdotal accounts of two students from Zimbabwe contacting members of the project team for research opportunities on systems modelling.
119. One point that was raised by three national stakeholders was a concern about the quality of the data collected and applied to the modelling exercise. Some were concerned that the data was not timely or consistent, and not statistically relevant. When discussing this with project management, it was apparent that the modelling exercise was less about the data, and more about the process by which stakeholders could make informed decisions. The process was intended to be participatory and so

the quality of data would reflect that which national stakeholders would contribute. The modelling exercise was intended to be about getting the structure right, and getting stakeholders engaging and considering intersectoral impacts—that was something that was achieved. It is however, necessary to note that a model is only as good as its inputs and that the relevance of the model will depend on how it is populated and with what information.

120. The main challenge related to this output, is that while it has been delivered and the process has been appreciated by stakeholders, none of the people interviewed have used the modelling tool. When asked why, the responses were generally that (i) no capacity was built to apply the tools generated, (ii) there was no political will or interest, and (iii) using the models was just one additional task that would add to people's workload, and there are already so many reporting requirements. Many public servants mentioned that if the project had been anchored within a ministry there could have been greater accountability and follow up on the products. With this model, no one is responsible for it, or for updating its content.
121. In terms of the capacity-building issue, it is worth noting that the project did provide simulations and project team members provided contact information for future support. However, as noted by one stakeholder, simulations do not generate capacity, they merely provide demonstrations. Capacity building activities were not described under the outputs, so it is not like the project outputs did not provide something it had intended, however, the lack of capacity development became a barrier to the applicability of outputs. While the budget and time was limited, this is an important learning for future projects, especially for pilots.
122. COVID-19 also posed challenges to this output as model validation could not take place in person. Instead, the project had to adapt and conducted an integrated model validation workshop on 12/12/2020 to establish whether integrated and sector models could be accepted for intended purpose and fit the reality faced by stakeholders. In conjunction with this workshop four sectoral webinars were also carried out (water on 10/11/2020; land 11/11/2020; tourism 16/11/2020 and land 18/11/2020).
123. An interesting aspect of this modelling exercise is that project papers and documentation highlight how participatory it was, and this is validated by those interviewed. It is apparent that the project team undertook processes so that project results would have ownership—and yet there is absolutely no ownership of the modelling tool by stakeholders. This is an interesting thing to note for future pilots in that participatory processes can be followed, but perhaps until there are political champions/political will, until there is collaboration at project design, capacity building and value added, there may not be ownership of said outputs.

Output 2

124. In Botswana and Zimbabwe, stakeholders played a key role in identifying sector priorities, generating data, and informing the policy agenda and recommendations developed in policy dialogue workshops. There is evidence that joint policy recommendations were developed along four pathways. These included integrated landscape planning and management; mitigation of human-wildlife conflict, promotion of sustainable nature-based economies, governance systems for coexistence. Upon examination of these recommendations, it seems as though some were a bit generic. For instance, under the mitigation of human-wildlife conflict pathway, one of the policy recommendations is "continue to cooperate on joint anti-poaching patrolling and operations, and promote best practices." Despite this, the sessions were anecdotally

reported as very useful especially in establishing transboundary linkages and including intersectoral considerations, and ultimately these are the recommendations that the stakeholders came up with themselves, and not developed by the project management team.

125. The process was noted by all interviewed stakeholders as being particularly effective in bringing transboundary stakeholders together, and giving an opportunity to share different sectoral interests. When the evaluator probed as to what was so unique about these consultations compared to others, most interviewed noted that there is often competition among sectoral interests. The way that the project workshops were organized, both in terms of the “café-style” facilitating, but also in the dissemination of information, allowed participants to understand the implications of their policy decisions on other sectoral interests. It was also noted that it was useful to hear about how neighbouring countries were dealing with certain wildlife conflict threats and issues, and to share learning on effective methods. It was also noted that transboundary meetings are often issue/sector based: wildlife with wildlife colleagues—this policy dialogue allowed the interaction among diverse stakeholders across borders which does not happen in other meetings.
126. These points are noted because the mention of a workshop or policy dialogues can mask some of the work and achievements behind them. The anecdotal accounts from all the stakeholders revealed that that workshops and dialogues had great promise in breaking down some of the intersectoral boundaries/siloes and promoting understanding of the systems approach. When asked if there are any tangible follow up relationships or multi-stakeholder mechanisms that emerged as a result, there was nothing specific, except for one individual who mentioned that he was part of a new WhatsApp group. This wasn’t validated by anyone else.
127. The challenge related to this output is that there is no concrete evidence of any uptake of these policy recommendations. It is worth noting though that the intersectoral considerations may influence participants’ thinking in ways that are unmeasurable at this point. As legislation is currently in development in Zimbabwe it will be interesting to note in the future if any of these issues have crept in.

Output 3

128. This Output was intended to leverage the results of the first two outputs and take them through national, regional and international environmental and development decisionmakers/policymakers. In addition to those who attended the workshops, there were reportedly presentations made to UN Partners in Botswana and Zimbabwe, and to GIZ and the EU. WWF and WCS were engaged in TNS and it is unclear whether any other development or environment partners were informed about these processes and/or recommendations, and whether the informing was merely through project reports or with the aim of informing projects/initiatives. There were initial plans to present findings from this initiative at a Convention of Biological Diversity (CBD Conference of the Parties (CoP) side event, however this was cancelled due to the COVID-19 pandemic. According to the final report submitted to the donor, briefs about this project were submitted to member states of CITES and CBD—the evaluator has not seen these briefs and does not know what sessions these were submitted to.
129. In looking at the participant lists and communications, it is apparent that the project team tried to invite and include the widest variety of stakeholders. Participants themselves were invited to recommend colleagues, however one point that was noted by those interviewed was that there was no political will. There was an account of one

Permanent Secretary (PS) being in attendance at the modelling workshop. However, there is no evidence of uptake by any PS.

130. It is unclear how Output 3 leveraged the results of outputs 1 & 2 to investment mechanisms, international actors or others. While the first indicator target has been met because of the widespread invitation and participation in modelling workshops (Output 1) and Policy Dialogues (Output 2); it is unclear to what degree 15 PS were informed about these processes. The quality of this target indicator needs to be questioned: merely informing PSs could mean sending an email to their offices, which could have negligible effect. If a future phase is envisaged, the indicator should monitor some change in understanding or uptake at the policy or political level to lead to higher scale results.
131. On the academic end, a draft research paper on this process and its results has been drafted. This offers some promise that results can be shared, and can inform other landscapes or processes.

Rating of Availability of Outputs: Satisfactory

5.4.2 Achievement of Project Outcomes

132. There was one outcome planned under this project, which was slightly reformulated during the Inception phase of the TE.

Table 11. Achievement of Outcome

Outcome	Indicators	Results	Degree of Achievement
National-level policymakers responsible for the pilot landscapes endorse the use of systemic approaches to conservation and development in coexistence landscapes, and incorporate these in national policy and planning frameworks	<p># of decision-makers (sectors, national development agencies, investors or other landscape actors) that have endorsed the use of interactive learning environments for understanding key landscape-level drivers and interactions and developing policies</p> <p>Baseline: 0 Target: 35</p> <p># number of countries that develop or endorse integrated landscape conservation and</p>	<ul style="list-style-type: none"> • 113 participants at policy dialogue development based on meeting notes; The benefits and uses of systemic approaches were shared with stakeholders and policymakers through documented presentations, workshops according to documented presentations and follow up with informants • 2 countries; policy agendas were developed through consultative 	<p>60%</p> <p>The achievement of this outcome is challenging to assess. If one considers participation in, or establishment of, workshops/dialogues to be endorsement, it could be claimed that achievement was 100%. However, there is no evidence of a public endorsement or approval by policymakers, ownership of project products by any national ministry, or championing of the policy recommendations developed in the workshops. Validation</p>

	<p>development policy agendas</p> <p>Baseline: 0 Target: 2</p>	<p>workshops which included participants from Botswana and Zimbabwe based on informants feedback and meeting reports.</p>	<p>could be considered endorsement, however this happened through digital means, and it was confirmed by stakeholders that while people were logged in, engagement was low.</p> <p>There were clearly interactive learning environments, these were utilized, stakeholders agreed to policy agendas, but beyond presence during these sessions there is no evidence of broader endorsement or adoption.</p>
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133. When examining the availability of the outcome, one has to look at the indicators. A term that can create some confusion on the level of achievement is the word “endorse”. In terms of the first indicator, if we think of endorsement of decision-makers as mere participation and engagement in inter-sectoral learning environments, then yes, the project has achieved its outcome objectives. If, however, we think of endorsement, as some form of integration, use or application of systems learning, then there is no evidence of this. In fact, when met with national stakeholders, many expressed surprise that the project had ended. Many perceived the workshops as data-gathering type work and/or the generation of studies/information and were awaiting the implementation of activities based on the early information provided. So while participation and validation sessions could be seen as endorsement for some, it could merely be project participation from others.
134. This is particularly relevant to the second indicator which looks at number of countries that “develop or endorse integrated landscape conservation and development policy agendas”. There is evidence that participants at the workshops have developed policy agendas during the workshops, but no evidence of these being sent up bureaucratic chains, obtaining formal approval or being channelled within institutions, beyond the participants. There is thus no evidence that integrated landscape conservation has been integrated formally or into government-supported activities as a result of this project. This makes it challenging to assess the level of achievement at the outcome level.
135. The evaluator contacted the party who drafted the project design documents, and it was clarified that endorsement did not mean any kind of formal uptake. Participation and engagement of country representatives in the workshops and dialogues, and the development of policy agendas, irrespective of if they were adopted, were the goal. According to this reasoning, the project was able to achieve its outcome-level aims. However, it does beg the question and utility of generating policy recommendations and documentations that do not go anywhere. Again, the issue of capacity building comes up and was raised by most of those interviewed. Without capacity, stakeholders

were unable to apply some of the tools and approaches introduced in the workshops. While capacity building was not formally part of the logical framework, it was part of the description of the outcome in the initial design documents:

136. "The project aims to build the capacity of governments and subnational entities to use data and analyses from multiple disciplines to develop integrated landscape-level plans and policies. The project will also build the capacity of NGOs, private sector, and inter-governmental bodies, through the provision of data and analyses that help to raise awareness and understanding in support of strengthened coexistence approaches."²⁴
137. As there is no evidence of policy-makers integrating this learning into landscape-level plans or policies just yet; and due to the lack of the use of outputs, tools and methodologies produced by the project; and the anecdotal accounts of government officials stating that sufficient capacity building was not provided by the project, it appears that capacity of governments has not been strengthened by the initiatives. However, given the indicators, and the loose understanding of the term "endorsement" one could say that the target indicators have been met.
138. There were some stronger outcomes of the project that were not a part of the results framework that should be noted. Knowledge, engagement, and intersectoral understanding has been enhanced, as noted in documentation and anecdotally reported. It is thus necessary to highlight these potential key outcome-level results which were not measured by the indicators developed, but which appeared to be present based on the consultations:
 - **New knowledge/learning-** according to all national stakeholders interviewed, the workshops/dialogues were very effective in imparting what a systems approach is, and its relevance to landscape management. Every person interviewed mentioned that highly skilled facilitators were able to convey new information about this approach. The appreciation for the systems approach by national participants in the workshops should not be minimized. Across every consultation, stakeholders noted that the workshops greatly enhanced their knowledge, lens and perception of the differing drivers and influences of a given landscape. If enhancing knowledge was the overall outcome, the project has definitely achieved it. Unfortunately, there was no tangible evidence of how this knowledge is being used at the country level, given that the outputs are not being utilized, and the models developed are not being applied. One can infer that the knowledge imparted by the project may serve to alter practitioners' work in the future, but there is no way to substantiate this other than verbal, anecdotal appreciation and acknowledgment, as no indicators were set up to monitor this.
 - **Improved inter-sectoral discussion/understanding-** All those interviewed also mentioned that the key benefit of the project was that there was enhanced understanding of sectoral considerations in landscape management. The evaluator questioned whether there was any follow up from these activities, such as new multi-sectoral collaborations, or working arrangements, or shared activities. There were none that those interviewed could specifically refer to. However, it was reiterated several times that this was a benefit. Without appropriate measurement indicators it is difficult to assess to what degree, beyond anecdotal accounts. This is a notable achievement of the project as it may provide

²⁴ ProDoc, 2019

a value change, however, there is no way to measure this except through anecdotal feedback, especially since there is no apparent multi-stakeholder structural change noted as a result of the project. This element was noted as so significant during project consultations that it would have been useful to have an outcome addressing the values change/knowledge sharing aspect in greater depth.

- **Transboundary best practices/Knowledge-sharing**- The project provided opportunities for Botswana and Zimbabwe government officials, civil society and tourism-related stakeholders to convene and share knowledge about their approach to wildlife human conflict. When the evaluator inquired as to the value added of the project, and weren't there already other mechanisms where transboundary parties met and discussed these concerns and approaches, it was mentioned that this project held unique workshops. One stakeholder clarified that while transboundary meetings are usually sector-specific and siloed (e.g. wildlife officials meeting with other wildlife officials), the ACL workshops, were cross-sectoral which allowed multiple discussion points.

139. These potential outcomes are highlighted because as it stands the outcome does not really have a higher level of result from output 3, which also sought to inform decision-makers. The potential outcomes highlight some of the substantial changes in knowledge and values that could otherwise go unnoticed.
140. Some of the challenges in leveraging the outcomes to achieve scaled results is that there does not appear to be an uptake of project achievements in-country. Most of the stakeholders contacted for interviews did not know the project was over or did not know the status of the initiatives. Many expected for the field activities to begin soon. When asked whether any of the policy recommendations were being upscaled in any way, the responses were that they were not, and the lack of the project being anchored in-country, and with project management being outside of the countries (the project management team did have a representative consultant in Zimbabwe, though interviewed stakeholders were unclear on this), created distance from project results. There was a general sentiment that this was a research initiative conducted by UNEP and experts, with little clarity on what stakeholders had to do, and results were in emails and documents that had not been leveraged for greater uptake.
141. Stakeholders interviewed did express interest in having the KAZA Secretariat continue this work.
142. Given that the ACL project was the only one implemented under the LWP framework project, it is also useful to examine how ACL contributed to the LWP Outcome. This will not have any bearing on the rating, but will give a sense of the contribution of this project to the larger LWP.

LWP Outcome & Indicator	ACL contributions to LWP Outcome
New landscape conservation and sustainable use initiatives at multiple social and spatial scales developed and funded based on enhanced awareness among critical landscape actors and increased understanding of the drivers and incentives underlying landscape transformation and deterioration	The ACL project leveraged additional financing for its implementation. In addition to the resources mobilized by the EU (USD 1,378,944) it also leveraged funds from the Swedish International Development Agency (SIDA) (USD 634,460), a Soil Pollution Project (USD 28,924), and UN Habitat (USD 27,879)

<p>Amount of new financing leveraged by UNEP or partners for landscape conservation initiatives addressing the LWP ToC (Baseline: \$0; Target: \$22m)</p> <p># of government led new proposals developed and used for fundraising (Base- line 0; Target: 5)</p>	<p>which serves as contribution to the \$0 baseline.</p> <p>This project did not appear to directly generate new proposals for financing.</p>
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Rating of Achievement of Outcomes: Moderately Satisfactory

5.4.3 Achievement of Likelihood of Impact

143. Based on the reconstructed theory of change, from the project outcome via intermediate states to impact, it appears that the intended positive impact is unlikely to be achieved. Part of the reason for this is that the pilot requires a second phase to move it from the development of tools and socializing of concepts, to the acquisition, ownership, and application of said approaches. This is entirely missing at this point. The only possibility is to downgrade the impact from how it currently stands to something like “values and attitudinal changes to support a systems approach in landscapes”, however as this was not what the project set out to measure, the project logic cannot be completely redone at this phase.
144. The project was able to deliver the outputs yet for these to achieve outcome-scale results, and ultimately impact, it needs uptake, capacity and ownership by policymakers and key decision-makers. Looking at the drivers and assumptions gives us a sense of what assisted in the process of change, and what held and supported the project to go from stage to stage.
145. In terms of drivers—to some extent they hold. The following drivers between outputs to outcomes hold:
- Modelling approaches are available or can be developed to analyse complex spatio-temporal data and their interrelationships and to simply present them to decisionmakers
 - Appropriate data sets on key landscape conservation and development drivers are available and can be accessed for necessary analyses
 - Government agencies responsible for finance and development planning are receptive to engaging with other sectors to support pilot coexistence landscapes and to establish conducive policies and plans
146. However, the following drivers do not hold:
- “Stakeholders from different sectors, as well as women, indigenous communities and civil society engage in landscape-level trade-off negotiation in parallel and complementary conservation and development planning”: there is no evidence that there are any conservation and development planning initiatives in parallel which are being informed by these processes, or supporting the process of change.
 - “Government staff have capacity and skills to use and apply systems models generated for conservation processes”—this driver was added in the rTOC as a critical piece to achieve desire outcome. This driver does not hold as government staff do not demonstrate the capacity to use and apply systems models for

conservation processes at this time. Capacity building was raised as a weakness by stakeholders, the lack of which made it difficult to leverage the results of the project.

- “Human activities change as a result of intersectoral collaborations, dissemination of findings, policy change, decreasing stressors on ecosystems”- This is at a higher scale driver which would be between the outcome and impact. It is essential as the crux of the project is addressing the underlying drivers for degradation, many of which are linked to human behaviour. At this time, there is no evidence that the project is planning to or effecting change in human behaviour and reducing stressors on ecosystems.

147. In terms of assumptions, they hold however, there is no confirmation that they were realized or fulfilled. However, they remain necessary for project results to be leveraged successfully. For instance:

- “Investors and development partners are willing to engage in discussions regarding the potential negative impacts of policy and actions resulting from large-scale development projects and consequent changes in human demographics and migration on elephants and other wildlife”—One can assume that the presence of certain private sector actors (tourism) and policymakers, at workshops, indicate that actors are willing to engage in discussions regarding the landscape. However, there has been no notable engagement from private sector actors such as mining companies, infrastructure developers in the context, or in the margins of these meetings, which would suggest or indicate an interest to engage on these issues, and integrate them into their activities. There are likely to be other mechanisms where some of these issues are discussed, but it is unclear whether there has been any cross-pollination with this initiative, and how it impacts the success of ACL. Overall, if this were happening, this is a supportive element to leveraging the outputs of this project and to showcase to other stakeholders how their activities would impact the landscape.
- “Corruption and vested interests do not prevent political acceptance of landscape conservation needs from being converted into tangible and appropriate policy initiatives”- The assumption here, hopefully, holds. There is no tangible way of monitoring whether this is the case or not and how it influenced the success of the project. One would assume however, that this remains necessary to have a transparent context within which the best “no-regrets” options are selected for landscape management.
- “Decision making by relevant government departments and amongst donors and other international agencies are not monopolised by a short-term focus on meeting the basic development needs of landscape communities”—these are discussions that did not come up during some of the sectoral discussions. This along with a growing focus on SDGs, the KAZA mitigation plan, lends itself to the fact that this assumption still holds for the success of this project.

148. A tool provided by the UNEP Evaluation Office helps to identify the likelihood of impact. Please see the figure 3 below:

Fig. 3 Likelihood of Impact

Reset Form	Select Response		Likelihood of impact						Likelihood of impact						
	↓		HU	U	MU	ML	L	HL	HU	U	MU	ML	L	HL	
Drivers to support transition from Outputs to Project Outcomes are ...	In place		Not in place	Partially in place	Partially in place	In place	In place	In place				1	1	1	
Assumptions for the change process from Outputs to Project Outcomes ...	Partially hold		Do not hold	Partially hold	Partially hold	Hold	Hold	Hold		1	1				
Proportion of Project Outcomes fully or partially achieved?	Some		None	Some	Some	Some	Some	All		1	1	1	1		
Which Project Outcomes? (the most important to attain intermediate states / impact or others)	The most important to attain intermediate states/impact		n/a	Others	Others	Most important	Most important	n/a				1	1		
Level of Project Outcome achievement?	Partial		n/a	Partial	Full	Partial	Full	Full		1		1			
Drivers to support transition from Project Outcome(s) to Intermediate States are ...	Not in place		n/a	Not in place	Not in place	Partially in place	Partially in place	In place		1	1				
Assumptions for the change process from Project Outcomes to Intermediate States ...			n/a	Do not hold	Do not hold	Partially hold	Hold	Hold							
Proportion of Intermediate States achieved?		Stop. No further entries required	n/a	n/a	None	None	Some	All							
Level of Intermediate State achievement?			n/a	n/a	n/a	n/a	Partial	Full							
Drivers to support transition from Intermediate States to Impact are ...			n/a	Not in place	Not in place	Not in place	Partially	In place							
Assumptions for the change process from Intermediate States to Impact ...			n/a	Do not hold	Do not hold	Do not hold	Partially	Hold							
										0	4	3	4	3	1
OVERALL RATING															
UNLIKELY															

149. Given that this project is mostly research and consultation focused, there are no negative impacts foreseen other than a sub-optimal use of project deliverables. The initial design of the project lends itself well to playing a catalytic role with the promise of upscaling and replication. After all, it has created new tools, tested methodologies, and an academic paper is in draft form to support replication for others wanting to test this approach in other landscapes. However, replication is not an explicit or implicit part of the theory of change. Upscaling is implicitly part of the theory of change, and the following driver supports this: “Stakeholders from different sectors, as well as women, indigenous communities and civil society engage in landscape-level trade-off negotiation in parallel and complementary conservation and development planning”. However, there is no evidence that parallel processes are underway supporting project initiatives.

150. Overall, some of the key elements required to achieve the impact desired is:

- Capacity building
- Ownership

- Higher-scale outcomes that account for and leverage attitudinal changes, values and new knowledge.
- A follow up stage between the outcome and impact

Rating of Likelihood of Impact: Unlikely

Rating for Effectiveness: Moderately Satisfactory

5.5 Financial Management

5.5.1 Adherence to UNEP's Financial Policies and Procedures

151. According to the budgets reviewed, consultation with the FMO, project management team and donor reports, there is evidence that there was timely approval and disbursement of cash. As the funds from the EU were already received and in UNEP before the project inception, this simplified the process. There was regular analysis of actual expenditure against the budget and timely submission of expenditure reports. There was evidence of budget revisions being made to adapt to the reality of the project, in this case, this meant that unspent funds were returned to the donor. UNDP further received disbursements on time to support the planning of workshops and activities in-country.
152. There were two cases where consultants had to be paid outside of the budget. These were UNEP consultants and payment was facilitated through UNOPS to avoid delays.
153. At one point there was also a disparity between funds held by UNEP and records by EU, but this was in part due to the way the project was structured in the budgeting system. Reportedly, UNEP now uses the Integrated Planning Management Reporting System which is better at reporting expenditures per outcome.

Rating of Adherence to UNEP's Financial Policies and Procedures: Highly Satisfactory

5.5.2 Completeness of Financial Information

154. The project had fairly simple budget information. Where possible procurement was avoided so there were not too many costs to review. Overall, the budgets costs were made available to the TE; project expenditure sheets were provided. There was evidence of in-kind contributions, including all the UNEP staff that was engaged in project implementation. Partner legal agreements were present and justification for no-cost extensions were provided.

Table 12. Completeness of Financial Information

NON-GEF AND GEF PROJECTS		
Financial management components:	Rating	Evidence/ Comments
1. Adherence to UNEP's/GEF's policies and procedures:	HS	

NON-GEF AND GEF PROJECTS			
Financial management components:		Rating	Evidence/ Comments
Any evidence that indicates shortcomings in the project's adherence ²⁵ to UNEP or donor policies, procedures or rules		No	
2. Completeness of project financial information²⁶:			
Provision of key documents to the evaluator (based on the responses to A-H below)		HS	
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes	Tables were provided at design; no co-financing funds but extra-budgetary funds were noted
B.	Revisions to the budget	Yes	Yes, noted in interim reports
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes	Yes, agreement with donor was available
D.	Proof of fund transfers	NA	These were not seen by the evaluator but were not noted upon by FMO and related colleagues
E.	Proof of co-financing (cash and in-kind)	Yes	No co-financing funds; staffing of project was evidence of in-kind support by UNEP
F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	Yes	Expenditures were provided by outcome/output
G.	Copies of any completed audits and management responses (<i>where applicable</i>)	N/A	
H.	Any other financial information that was required for this project (list):	N/A	
3. Communication between finance and project management staff		S	
Project Manager and/or Task Manager's level of awareness of the project's financial status.		S	There were 4 FMOs which created a lot of transition; project manager was well-informed and kept new FMOs well-informed
Fund Management Officer's knowledge of project progress/status when disbursements are done.		S	See comment above. At one point there was a discrepancy between EU's note on funds and UNEPs and this was dealt with by

²⁵ If the evaluation raises concerns over adherence with policies or standard procedures, a recommendation maybe given to cover the topic in an upcoming audit, or similar financial oversight exercise.

²⁶ See also document 'Criterion Rating Description' for reference

NON-GEF AND GEF PROJECTS		
Financial management components:	Rating	Evidence/ Comments
		adjusting budget type at UNEP
Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.	HS	See note above
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.	S	
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the evaluation process	HS	
Overall rating	HS	

Rating of Completeness of Financial Information: Highly Satisfactory

5.5.3 Communication Between Finance and Project Management Staff

155. There were 4 different FMOs during the course of this 3-year project. This meant that the project had to be constantly dealing with new staff and socializing elements of the initiative. Anecdotally, the communication was adequate although short-lived with all the FMOs.
156. However, there are larger institutional issues that this raises for UNEP. There is obviously the question of maintaining consistency through project lifetimes, or at least avoiding such high levels of turnover, but also of integrating FMOs more so into project execution. Anecdotally, finance human resources are overburdened which can delay communication, and there is not an integrated team spirit between the financial actors and project management. Instead, specific requests are made to FMOs and fulfilled, but there is not a higher degree of engagement throughout the project management—just touch points to obtain information or submit reports.

Rating of Communication Between Finance and Project Management Staff: Satisfactory

Rating for Financial Management: Highly Satisfactory

5.6 Efficiency

157. Despite the challenges posed by COVID-19 as well as the implementation of the project from a remote location, decisions were made to render the project more efficient. One of these decisions was the partnering with the UNDP country office in Botswana who assisted with some of the logistical arrangements and supported with the very limited procurement (e.g., identifying meeting spaces). Given UNDP's presence at the country level, this was an effective way of delivering on the ground. The Small Grants Programme (SGP) was engaged as well to have more cohesion among environmental projects.
158. The project was also extended by a year to account for the delays due to COVID-19, and had no-cost extensions. There is no evidence that this had any negative impact on

the results of the project. In fact, at the end of the project, unspent funds were returned to the EU.

159. The project had organizational elements to enhance efficiency. There were weekly meetings of experts and modellers to maintain the momentum, interest, engagement of those who were on the organizational end of producing project outputs.
160. Another interesting aspect was that the project organizational structure lent itself to efficiency. There was no traditional steering committee structure that oversaw or monitored initiatives. While this could have been a disadvantage, what appears to have happened is that all members of the project team were engaged at several levels, reducing time delays, increasing flexibility, and avoiding a steering committee that only met periodically and did not understand the nuances of the project. The core members were engaged at monitoring milestones and execution and for a small project with a limited project budget it streamlined the processes. This team was composed of UNEP staff, academics, members of the TFCA and modellers and consultants. People were able to bring different types and levels of expertise to create a more robust model and to support challenges in obtaining data. Anecdotally, this structure functioned extremely well with positive collaborative opportunities. However, the lack of a project steering committee lacked benefit of oversight function which could have supported adaptive management.
161. To account for travel restrictions, the project conducted the validation workshops online. This obviously did not remove the impediments of internet accessibility for some residing in remote locations. When possible, project team members employed WhatsApp to gain access to some stakeholders.
162. In order to increase the retention of the modelling exercise, the project team organized a several days-long workshop (e.g., Nov 18-23, 2019, in Victoria Falls). This was reported as useful as it engaged people for several days and had them collaborate with one another more intensely.
163. During the workshops, a café-style consultation would take place, so that participants would begin sessions at tables with other members of the same sector, but then were rotated to other tables. According to all interviewed that participated in the workshops, there was a positive response in that the sessions had been instrumental in allowing an improved understanding of intersectoral interests.
164. Another aspect of demonstrable efficiency is that the project did not want to undertake complicate procurement or hiring processes. There was no procurement as such other than obtaining software licences to avoid delays in project implementation as procurement processes are lengthy at UNEP. This allowed greater agility in being able to push the work forward. Similarly, there had been recruitment of a project manager from the Science Division at UNEP, but that person departed. Rather than opening up a hiring exercise which would have consumed much of the project implementation period (hiring could have taken a year), the point person from the Wildlife Unit who had been engaged with drafting/designing the project and liaising with project team members, became the project manager.
165. The biggest challenge with regard to efficiency, was the lack of inclusion of government officials in project design and in delivery. This has limited rapid uptake and ownership of project products. The project team attempted to remedy this by seeking to engage the KAZA Secretariat and engaging a consultant from a university in Zimbabwe. The KAZA Secretariat has resource constraints, work burdens and small

staff to own the initiative entirely. Also, the KAZA Secretariat was not engaged at design, so could not shape the project in ways that could render it more efficient.

Rating of Efficiency: Satisfactory

5.7 Monitoring and Reporting

5.7.1 Monitoring Design and Budgeting

166. The monitoring plan in the project design documents included indicators, baselines and targets, data collection methods and data sources, and frequency, as well as the unit responsible. However, the initial monitoring plan in the project design documents did not have an attached budget and did not have any gender indicators.
167. Because there was no costed budget, and due to the lack of gender indicators and monitoring, the rating was lowered. Implementing the monitoring plan without dedicated budget lines could compromise other budget items.

Rating of Monitoring Design and Budgeting: Unsatisfactory

5.7.2 Monitoring of Project Implementation

168. There does not appear to be a formal monitoring plan, other than the Programme Information and Management System (PIMS), and a four-month report was submitted to the donor throughout the implementation period. There was no evidence of any follow up from the EU on project deliverables or reporting, or any concerns on milestones or delivery of project activities. Instead, the milestones and the work schedule provided in the project document appears to be the driving workplan. The weekly meetings with the project management team and consultants served as a check in for activities and to ensure that work was on track.
169. Sex of participants was noted in events, but there is no evidence that it was used for anything other than just records. There was no documented analysis of whether participation of women increased or decreased, or whether there were aspects of the project that could be altered to change women's participation (e.g. site location, time, types of stakeholders invited).
170. The baseline data was presented as "0" for all the indicators. Project data were collected insofar as providing information to PIMS, donor requirement, and to feed the systems models. The fact that there was no specific project steering committee meant that no body had the formal role to review results and deliverables, other than project management itself. Interviews revealed that the project team reviewed progress against milestones regularly.
171. The indicators against which the project was measured were all quantitative in nature. Given the scope of the project, it would have been useful to include indicators which capture the types of systems models developed, the extent to which knowledge is created and/or the South-South/transboundary opportunities created. There was bit of a lost opportunity to capture and showcase the type of data generated and analyzed and the creation of knowledge/awareness raising.
172. Monitoring indicators were primarily quantitative, which appear to be more output focused, preventing analysis of qualitative progress along the results chain. Monitoring activities do not appear to sufficiently support results-based management.

Rating of Monitoring of Project Implementation: Moderately Satisfactory

5.7.3 Project Reporting

173. As mentioned in the previous section reports were submitted on PIMS and a four-month report was submitted to the donor throughout the implementation period. The final report submitted to the donor has been reviewed and was fairly generic and did not include detailed timelines or exploration of milestones.
174. There was no evidence of any follow up from the EU on project deliverables or reporting, or any concerns on milestones or delivery of project activities.
175. There was collection of gender data in participation lists, and the final report to the donor notes: "The project aimed to achieve gender parity in its engagements with stakeholders and policymakers. However, parity could not be achieved; with e.g. only 26% of participants in the KAZA policy dialogues being women. This was largely a reflection of pre-existing gender-biases in the gender composition of staff in the ministries and agencies involved." Other than this monitoring gender or changes in female participation was not measured. There were no other social assessments (e.g. access to people with disabilities, people from different ethnic, social groups).

Rating of Project Reporting: Satisfactory

Rating of Monitoring and Reporting: Moderately Satisfactory

5.8 Sustainability

176. Sustainability is one of the major challenges that this project faces. Given that there is no evidence of uptake of any of the project outputs at the national level, and that a second phase is not yet confirmed, there is the risk that this project may simply be shelved, its results unused in the national context. As this pilot has generated modelling tools and fostered intersectoral discussions and new knowledge about the systems approach, there is the opportunity to leverage some of these successes in other initiatives. There is also the opportunity to leverage some of the research generated by the project and the process by which the systems models were developed. The evaluator has read a draft research document drafted by the project management team, and notes that the process by which the systems approach can be developed in landscapes offers insights for other landscapes and regions, if utilized.

5.8.1 Socio-political Sustainability

177. It is difficult to assess to what degree the project is dependent on socio-political circumstances. On one hand, of course, the project requires the governments of the day to be interested in minimizing human-wildlife conflict and supporting a systems approach to landscape management. However, the project is not political per se, and is in line with the various policies and development plans in both Zimbabwe and Botswana and it does not appear that changes in government would impact its uptake.

One can thus infer that there is low dependency on social and political factors, given the history and trajectory of interventions on this front.²⁷

178. The main concern is that the project has been unable to generate political or social uptake at the national level to begin with, so changes in the future will have negligible impacts. One of the activities that may be useful, is to identify champions within ministries to own some of the project results. While there may have been the expectation that the KAZA Secretariat or focal points would have been able to galvanize interest, it appears that that was not sufficient. It would be necessary for the project to be anchored within the governments, to be upscaled or replicated, so that there is follow up, accountability and integration of project activities into concrete workplans. In Zimbabwe, for instance, new environmental legislation is being formulated and it would be useful to input some of the findings from this initiative. Similarly, both Botswana and Zimbabwe could integrate some of this learning into other project funding. But for this, clear contact points must be established who experience ownership of the initiatives. It is noted that there were focal points identified in government, but there was little follow up with them and a lack of clarity of what their roles were and as a result there is no demonstrable ownership or commitment to project results. There may be some interest given the general feedback of the workshops and systems approach, however, unless that can be channelled in concrete action, it may be not result in much.
179. Another possible challenge with the KAZA Secretariat engagement is that no formal agreement was signed. This could also make it unclear what roles, responsibilities were and how to support the project sustainability.

Rating of Socio-Political Sustainability: Unlikely

5.8.2 Financial Sustainability

180. This project was designed and implemented as a pilot and in order to give it some longevity or impact, greater financial resources will be required; this was known at project design. The logical framework is structured with the expectation on the part of the designers, that a second phase would help achieve the impact. At the time of writing no such financing has been secured.
181. Given that the project has primarily been research and consultation-based, financial resources would be required to pilot some of the sector-based learning in the landscape. Resources would also be required to capacitate national stakeholders, support dissemination and public awareness activities and seminars for how to integrate systems approaches in sectoral policies.
182. Given that at this stage there is no apparent uptake of project outputs with the given financial resources, it is highly unlikely that without an influx of resources the results can be sustained. There is no evidence of other initiatives incorporating project results in Botswana although anecdotally in Zambia there is a project being designed on health and the UNEP counterparts have encouraged systems approach thinking to this work. The project has a high dependency on future financial flows, and no future funding sources have been secured at the time of writing. There is a Global Environment Facility (GEF) project under development in Zimbabwe on wildlife-related

²⁷ At the time of writing elections are underway in Zimbabwe and results may change this assessment.

issues. However, it is unclear whether any elements of this initiative will be leveraged into it.

Rating of Financial Sustainability: Unlikely

5.8.3 Institutional Sustainability

183. The results of the project are highly dependent on the policies, institutional frameworks and governance mechanisms that follow. Whether systems thinking becomes a part of the sectoral approach is ultimately what will sustain the project results, and what the project hoped to achieve. The project thus has a high dependency on institutional support and uptake and project results are highly sensitive to institutional support. Policy changes and integration of systems approaches are necessary to achieve the results anticipated in the logical framework; without these results will be highly vulnerable.
184. At the time of writing, there is also no evidence that any government ministry has taken ownership of project results and will seek to promote it within their work. There is anecdotal evidence that there has been new learning and new knowledge about the systems approach, but this has not manifested into any tangible changes in people's work, nor in any new policies, agreements or collaborations. There are anecdotal accounts of attitudinal shifts in intersectoral considerations on a landscape, which are promising, but cannot be measured by any tangible change.
185. Capacity has also not been developed as a result of this project which would sustain results. Several stakeholders mentioned that they felt this was the beginning and introduction to these concepts and approaches. More would thus be needed to concretize approaches and socialize ways in which to integrate them into thinking and policy.
186. Despite the apparent lack of institutional sustainability of the project, there are two mildly promising features. The first is that all interviewed expressed appreciation and interest in the systems approach. As the approach was not rejected outright and was perceived as a useful approach to manage landscape resources, there is an entry point through which this work could be furthered. The second, is that there was unanimous appreciation for the cross-sectoral nature of the work. How this may change sectoral dynamics down the road cannot be measured as there are no indicators measuring this social—and over time governance change—nor could they be directly attributed to the project. However, they offer the possibility that some of these inter-sectoral considerations could be integrated into other work.

Rating of Sustainability of Institutional Framework: Highly Unlikely

Rating for Sustainability: Highly Unlikely

5.9 Factors Affecting Performance and Cross-Cutting Issues

5.9.1 Preparation and Readiness

187. The project was underway fairly quickly following approval as the EU had already disbursed funds to UNEP. As a result, there were no project or disbursement delays. According to anecdotal accounts, the first meeting with key partners was organized within a month of the project commencing. The first large inception workshop was organized within 6 months. This required time to identify which stakeholders to consult

and invite. Legal requirements were agreed to in a timely manner with the donor, following PRC. A comprehensive inception meeting was organized with key stakeholders.

188. A comprehensive governance mechanism was not established. A formal steering committee was never established. A cursory risk analysis was carried out and no grievance mechanism was established. It is worth noting that since, a UNEP-wide approach to grievance management has been established.
189. Government institutions were not part of the project design; national stakeholders expressed that this prevented opportunities for co-creation and for providing advice that would have supported national uptake. There were no political champions and KAZA Secretariat was not engaged in project design.

Rating of Preparation and Readiness: Moderately Unsatisfactory

5.9.2 Quality of Project Management and Supervision

5.9.2.1 UNEP/Implementing Agency:

190. UNEP played a significant role in this project beyond just advisory, environmental and social screening. UNEP was both project manager and, in large part, the steering committee. The activities, the plans, the execution, the review of the workplan were led by UNEP. At times there were challenges as some UN staff still had their regular responsibilities but were also tasked to the project which was labour-intensive.
191. The initial project manager did not remain in this position which required another UNEP staff-member to take on the direction, as hiring an external project manager would be too time consuming and would take up much of the project duration. According to anecdotal accounts from the project management team, project management was effective, collaborative, and clear.
192. In terms of how project management was perceived within countries, stakeholders had a vague notion that this was a project being implemented by Nairobi with a large roster of skilled experts. Stakeholders were not clear on the project management structure.
193. The working relationships beyond the first project manager that left, appeared to be successful and effective. Solutions were found to the limited human resources to this project and other UNEP staff were deployed to carry out administrative tasks. Anecdotally the team perceived itself as being well-managed, participatory and collaborative. The only challenge perceived according to the criterion is that there was no specific project steering committee providing oversight.
194. Stakeholders did express concern that the project manager was not based in either country. Two stakeholders recommended that it would have been more effective to use the administrative fees from the project and second someone to sit in one of the ministries for clearer management.

Rating of UNEP/Implementing Agency: Satisfactory

5.9.2.2 Partners/Executing Agency:

195. There were three key project partners that were referred to the implementing partners. These were the KAZA Secretariat, the University of Bergen, Norway and the Centre for Environmental Sustainability at NOVA University Lisbon, in Portugal. There was no

formal agreement signed with the KAZA Secretariat, but it provided coordination, facilitation and logistical support to the workshops and policy dialogues. They were noticeably less engaged in the weekly meetings and the lack of a formalized agreement, resources and staff turnover within KAZA may have contributed to this. Local stakeholders expressed their appreciation that KAZA was engaged in this project, as KAZA has the legitimacy from both the Botswana and Zimbabwe governments as an agent working on transboundary issues.

196. A Memorandum of Understanding (MOU) was signed with both university partners. According to the documentation, presentations and notes available, these two partners were actively engaged through the duration of the project. They provided technical support, review of research, facilitation support, liaising with stakeholders, and shared information on the systems modelling approach. A small-scale funding agreement was made with NOVA University Lisbon. The stakeholders that were interviewed noted that the academic partners were highly skilled during facilitations and workshops.

Rating of Partners/Executing Agency: Highly Satisfactory

5.9.3 Stakeholders Participation and Cooperation

197. The project document laid out a fairly comprehensive stakeholder plan which reflected that thought had been put into including a wide variety of actors. Meeting participation lists further provide evidence that a diverse group of actors were engaged in the in-person consultations. Anecdotal accounts from the project management team reflects that participants were asked to recommend other stakeholders to engage in various stages of the project to reach a greater breadth of people.
198. Consultations with stakeholders were frequent in this short duration project. A full-scale inception was organized within six months of the start of the project and varied stakeholders took part including government ministries from Botswana and Zimbabwe as well as civil society and some private sector representatives, mostly related to tourism. One key private sector partner that appeared missing were representatives from the mining industry which are active in the region and will undoubtedly have impacts on the landscape.
199. There were demonstrable efforts to enhance inclusion of stakeholders, however this wasn't experienced by national stakeholders. Evidence of identifying implementing partners in the zone, e.g. the KAZA secretariat and including consultants rooted in the academic circle in Zimbabwe was seen as a means to interact with more national-level stakeholders. However, it was noted by national stakeholders that it felt like there was no national lead. One stakeholder mentioned that a prioritization exercise should have been carried on which ministries should be more engaged and what tasks they should carry out; at the workshops all were recipients of content and there was not a breakdown of tasks per stakeholder group beyond participation in meetings. Another stakeholder mentioned that national stakeholders felt like "bystanders", they did not know what would be happening and when, and were just invited to workshops and would attend. This same individual mentioned that engaging local consultants would have helped. It was also stated that key milestones of the project were not sufficiently shared. Another stakeholder urged that the question should have been posed: "who is this project for?" and based on this response, there should have been greater representation from those areas in project management. Another stakeholder made the point that this felt like a consultant-based project without any sense of continuity or building capacity within ministries.

200. The challenges of COVID-19 and the limitations of having the project manager be outside of the country limited communication and knowledge of all the stakeholders. There had to be a high dependency on existing participants to provide information on who should be liaised with. Staff turnover within countries also limited stakeholder inclusion as continuity was disrupted.
201. While women's groups and female participants were identified in the stakeholder engagement plan, there is no clear or documented strategy for including women and ensuring their participation.
202. There was documented evidence of stakeholders being invited to feedback in the project process (e.g. providing data, feedback, designing policy recommendations, informing the modelling tools). One stakeholder mentioned that while they were invited to provide data it was unclear what data their colleagues were providing, and how current it was. Uptake, on the other hand, appears to have been focused on less. Part of this may be due to the fact that validation activities were all online and lost some of the momentum of participation. Many stakeholders were unable to connect online and one other mentioned that online activities were not as engaging.
203. Frequency of consultations were fairly regular: three large-scale workshops were organized with online activities, within a three-year project. Space was provided for stakeholders to interact, convene, share lessons learned. Café-style workshops, transboundary meetings along with interactive simulations and policy dialogue sessions, provided opportunities for new intersectoral exchanges.
204. There is no measurable impact on equity-related questions. The lack of gender analysis does not indicate whether any steps were taken towards enhancing women's opportunities or empowerment. One point that has to be raised and was mentioned during field visits, is that local community members are often asked to take part in a variety of consultations for various projects including this one, but may feel like they do not see the results of their interventions. Given that this was a pilot it is understandable that fieldwork was not conducted, however this is important to take note of for future pilots. Value added for local stakeholders who travel to project consultations should be built in specifically, beyond vouchers or per diems. They should be clearly informed of what activities they should expect in their regions.

Rating of Stakeholders' Participation and Cooperation: Satisfactory
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5.9.4 Responsiveness to Human Rights and Gender Equality

205. The project design had a gender marker 1 (gender partially mainstreamed), but no gender analysis. The project documents noted that as this project was a sub-project of the Landscapes, Wildlife, and People programme, and that the gender analysis for the programme applied to ACL. This general statement prevented a more specialized approach to including gender considerations in this project. As this project was collecting data and establishing modelling tools, there was a lost opportunity for collecting gender-related data in the landscapes, especially relative to human wildlife conflict.
206. When conducting field visits, stakeholders noted that the gender dimension to human-wildlife conflict is considerable. The destruction of smallholder farms, homes, can have differentiated economic and health impacts on women. Women also play a considerable role in shaping the narratives and awareness around landscape resources management and mitigating human wildlife conflict. These are important

considerations for communications, public awareness and for including women's perspectives in shaping policy recommendations.

207. In Botswana, for example, women make up 57% of the agricultural labour force. Crop production is associated with women as 47% of women, as opposed to 41% of men own arable land. Most subsistence farming is done by women.²⁸ As agriculture is identified in the project documents as a major driver for conflict, it would be necessary to examine what role women play within this paradigm, and what opportunities exist to engage them further.
208. There was no gender analyst on the project team and gender indicators were missing in the logical framework. Any sex-differentiated information collected did not seem to be applied in an adaptive fashion. There is no evidence of a gender strategy of securing empowerment opportunities for women. The budget was not gender responsive.
209. The project also did not consider any inequalities in access to resources in the modelling exercises, or any constraints that women may have faced in participating in project activities (e.g. geographic site, time, number of days).
210. The participatory design of the policy dialogues and workshops did give potential space for gender-related issues to come up.
211. The human rights approach was mentioned only once in design documents as part of the Social and Economic Review note. No further information on how the human rights approach was to be ensured was added. There is the presence of remote communities in the KAZA landscape that use traditional poaching methods and have their own governance systems. There are at times challenges between national laws, protected areas governance and such communities. While the project would have no bearing, it is relevant for the project documents to recognize their presence particularly as it influences some of the social dynamics that may impact landscapes.

Rating of Responsiveness to Human Rights and Gender Equity: Unsatisfactory

5.9.5 Environmental and Social Safeguards

212. During the project design stage, a risk assessment and Social and Economic Review was conducted. There is no documented evidence that these were reviewed and adapted during project implementation. However, one of the big risks that were unforeseen was the COVID-19 pandemic, and the risks this posed was regularly discussed, and planned against. As a result, project management had to continually consider how to include stakeholders while ensuring their safety. Aspects like communications were adapted to mitigate for the fact that many did not reside in internet-accessible zones. WhatsApp was used for interviews whenever other means were not accessible. In that sense, the vulnerability of people was considered.
213. As most of the project was research and consultation-based, there does not appear to have been any calculating of the carbon footprint of the project.

Rating of Environment and Social Safeguards: Moderately Satisfactory

²⁸ UNDP. Managing human wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands- Botswana Gender Assessment and Mainstreaming Strategy.

5.9.6 Country Ownership and Driven-ness

214. This criterion examines the forward momentum of results of the project and the ability of government ministries/public sector agencies for moving project outcomes to intermediate states. At the time of writing there is absolutely no sign that there is any country ownership or drivenness with regards to this project. The main challenges are the following:
- Government institutions were not part of the project design and therefore did not shape it or integrate it into their work.
 - Stakeholders interviewed from government institutions expressed a lack of clarity of the direction of this project. Many expressed that this appeared to be a research project, too theoretical and academic, and that now that the policy dialogues were complete, they are awaiting on-the-ground activities.
 - The project was managed from abroad. Although there were implementing partners in country and some national focal points that were liaised with through the project, the general impression was that this was a project being managed and carried out from outside of the country.
 - The project was not anchored within any specific ministry or purview. There were no accountability measures on national ministries to report on what was done as a follow up to the workshops, or on upscaling or sending policy recommendations for approval.
 - There were no political champions and there was a lack of political will to propel the outcome forward.
 - The KAZA Secretariat and focal points were not as engaged in the project as they could have been, had they been involved since design. As a result, they were unable to leverage activities forward. In some cases, participation of the KAZA Secretariat in project team meetings was low and focal points do not have the resources or the political support to push the work forward.
 - There was no capacity building which challenged government actors from making use of the tools and approaches developed by the project to their work.
 - The concept of co-creation of projects is necessary to ensure that the projects are relevant and implementable in the national context. While at the project management team there was the sense that developing the systems models through data provided by government counterparts, and developing policy recommendations through stakeholder consultations was co-creation, for the national stakeholders, it was mere participation and feeding information, rather than creating systems that would benefit them. As a result, not one of the persons interviewed has used the modelling tools developed and do not know of any other counterparts that use them.
 - The following steps for government institutions is unclear.
215. There are thus no signs that government institutions will be providing or receiving strategic guidance in propelling this work forward; driving or advocating for higher level results; initiating complementary activities; or providing any additional resources to forward planning in this regard.
216. What is interesting however, is that there is a dichotomy in perception when it comes to ownership of this project. In reports to the donor, the project management team identifies ownership as an achievement. The participatory style workshops, data-gathering process, policy development consultations, all lead to the perception of ownership on part of project management. However, at the national level, this sentiment is not shared. The participation in workshops was merely engagement, not

necessarily ownership of the design or results. This is a useful distinction for future project design.

Rating of Country Ownership and Drivenness: Highly Unsatisfactory

5.9.7 Communication and Public Awareness

217. There were differing levels of communication that have to be considered when evaluating this criterion. These include: the communication within the project management team; and the communication of project management with stakeholders.
218. In terms of the former, there is anecdotal and documentary evidence that communication within the project team was effective, regular and successful. The project was able to galvanize individuals from different institutions and expertise, and weekly meetings maintained connection, collaboration and momentum on activities. During periods of data collection and workshop organization, there were more frequent meetings, and these strengthened the team interactions and transparency. Gaps in expertise were filled strategically, (e.g. administration and modelling).
219. In terms of the communication of the project team with stakeholders, the quality of the workshops was commended by all those interviewed. It was noted that the presentations were facilitated by skilled orators who were able to provide information on systems modelling approaches in digestible ways. The inception and policy dialogue workshops were seen as effective in distilling information and for presenting simulations in easily understandable ways. Stakeholders also noted that the structure of the workshops facilitated inter-sectoral communication. A website was also developed. The quality and the use of this website was not commented on by any other stakeholders interviewed, so it is unclear whether national stakeholders used it.
220. However, when it came to communication about the project status, stakeholders were unclear on what stage the project was at, and what activities would follow. Many thought the workshops were all part of the inception activities, and many were unaware that the project had ended. Some complained that they had never received the modelling tools that were discussed in the project. At least three stakeholders mentioned that the timelines, milestones and achievements were not communicated.
221. Stakeholders interviewed were aware that the project was about the systems approach and intersectoral decision-making and implications on landscapes. This leads one to make the assessment that one of the clear messages of the project was shared successfully.
222. There was opportunity for stakeholder feedback through the project. There were reviews following consultations and website information and contact information was shared to allow participant follow up. As the modelling process required data from stakeholders, there was also communication on data points. In that sense, the project also had a targeted strategy in that it conferred with stakeholders on whom to approach.
223. There was a Communications and Visibility Plan developed early in project implementation and website development and simulations were clearly discussed and tested at the project management level. Fliers, presentations, the simulator, and the website were the key communication deliverables.

224. Overall, one can ascertain that the materials shared in the workshops were successful in sharing key messages, but that there is no concrete evidence of any follow up between stakeholders, or broader public awareness.

Rating of Communications and Public Awareness: Satisfactory

Rating for Factors Affecting Performance and Cross-Cutting Issues: Moderately Satisfactory

6 CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusions

225. The ACL project demonstrated the usefulness and relevance of the systems approach in the KAZA landscape to concerned stakeholders. Based on all the consultations and documentary analysis, there is evidence that a great deal of data, research and information was processed to develop systems modelling tools that were presented to stakeholders. These tools incorporated stakeholder inputs and feedback. Across the board KAZA stakeholders expressed interest in systems modelling and reflected that the workshops and dialogues organized by the project were useful in intersectoral discussion and raising awareness on the implications of sectoral decision-making on a landscape at large.
226. The project was very well-aligned with UNEP, donor and national, and regional priorities. The project's emphasis on addressing the drivers of ecosystems degradation make it very relevant to a numerous international conventions, environmental and social concerns, and human livelihoods and wildlife conservation. There is great complementarity between this initiative and other wildlife projects and interventions underway by the donor and encapsulated in KAZA plans.
227. Overall, the quality of project design was moderately satisfactory. The results framework comes across as focused mainly on information/knowledge generation, tool/model development for landscape governance and management—as manifested through changes anticipated in policy and planning frameworks. Yet, the overall objective appears considerably loftier and seems unattainable given the scale of planned activities and the challenges imposed by the COVID-19 pandemic. The jump between the Intermediate State: *"IS1: International, national and landscape level policy and planning processes increasingly favour land-use and economic development that is compatible with wildlife needs and landscape conservation"* to the impact *"Future security and wellbeing of people, elephants and other wildlife in key African coexistence landscapes is secured"* seems over-ambitious, especially since there were not any indicators on the well-being of elephants, wildlife or people. In fact, while human-wildlife is represented amply in the project design documents, concrete interventions on this, other than simulations, are not evident. A follow up phase was planned in the design documents but was not sufficiently captured in the results framework or TOC which could potentially have bridged the gap between the outcome and impact.
228. The challenging nature of the external conflict cannot be over-stated. The COVID-19 pandemic, and the associated security protocols and limitations of travel, prevented many of the face-to-face interventions planned, and led to delays and no-cost

extensions. This responds to the **strategic question: “What changes were made to adapt to the effects of COVID-19, and how might any changes have affected the project’s performance?”** While the project employed many adaptive measures to interact with stakeholders, much of the momentum was lost following initial in person workshops, and some people were inaccessible due to lack of reliable internet access. Despite this, the project team engaged actively and weekly and was able to meet its milestones. These challenges also meant that the project changed its sites of interventions. While both the TNS and KAZA were targeted for intervention, “field activities” were only carried out in KAZA—TNS was not visited during project implementation. The project management team had to curtail face-to-face activities and the validation workshop and webinars were implemented online. The team tried to accommodate those without reliable access by reaching out on WhatsApp when possible, but it was challenging to use this mechanism for presentations.

229. There is evidence of digital activities and interviews taking place in TNS, but with no follow up from the national stakeholders in the landscape, there is no way to understand what the effects or impacts of the project were, and whether they perceived this as a project given that no activities had technically been carried out in the landscape. This thus provides a response to the **strategic question: “In light of the fact in three project countries (Cameroon, Central African Republic, Republic of Congo) activities were implemented online, was there a significant variation of results achieved in these countries compared to the other two (Botswana and Zimbabwe) due to the different project implementation modality (in person and not)?”** Given that there was no response from the stakeholders consulted in the TNS region, there is no way of ascertaining what the difference in results were. However, one can assume that the lack of engagement and response indicates a lack of knowledge or involvement with the project. One can also assume, given the positive response from informants from the KAZA landscapes about the in-person workshops, that without those, the key aspects of the project were not delivered and were unable to create the engagement seen in KAZA. Stakeholders in the KAZA landscape had also mentioned a lack of knowledge on the project status, this despite having attended project events, and one can thus assume that this could have been the case in TNS. These are just assumptions; without feedback from stakeholders they remain unconfirmed.
230. Overall, the project was able to produce the outputs and outcome anticipated by the project. Some of the indicators measuring progress were not as tight as they could have been: on the outcome level, there were no indicators measuring gender, increase in knowledge or awareness, or policy results. The use of the term “endorse” in some of the indicators, did not measure the scale of achievement. Whether endorsement meant simply being informed, or something more tangible such as initiating policy change processes, left the success nebulous as to what changes were really anticipated at the outcome level of the project. The transition from outputs to outcome was slight; an outcome at a higher degree of achievement would have strengthened the results framework. That being said, it is noted that the project was a pilot with a limited budget and timeframe. Taking this into account, it would be necessary to either plan a follow up phase to achieve the anticipated impact, or lower the scale of achievement. The project has a fairly high-level impact and the project is not structured to be able to deliver it based on the outcome of the project.
231. As a result, and in response to the strategic question: “To what extent was the project approach successful in ensuring coexistence between people and wildlife (achieve human development and wildlife conservation goals in harmony) in the two targeted landscapes?”, the TE concludes that the project has had no visible, measurable, or documented effect on coexistence issues between people and wildlife. Thus far, the

project has generated data, analysis and shared knowledge and appreciation on the systems approach, but there is no evidence of uptake and application. As noted by many stakeholders, the project has been more of a theoretical exercise, and the tools generated by the project have yet to be applied or implemented. Tangible interventions to manage conflict as a result of this project, have not been undertaken.

232. One of the challenges with the project is that there is no evidence of uptake of outputs and this reduces the likelihood of impact. The assumptions remained relevant and some of the drivers held, however, critical aspects such as capacity building was not influenced by the project which could reduce likelihood of impact. Overall capacity building, ownership, higher-scale outcomes that account for and leverage attitudinal changes, values and new knowledge, and a follow up stage between the outcome and impact could support likelihood of impact.
233. The project's financial management was highly satisfactory, and there was adherence to UNEP's procedures, reporting and completeness of financial information. However, the project had four consecutive FMOs which creates a lack of continuity. UNEP as an institution may have to consider the level of engagement and continuity it wants its FMOs to have in projects, so as to support a team spirit in implementation, rather than being consulted ad hoc.
234. Given the challenges with COVID-19, the large scope of the landscape, and the project delays, the project has been efficient at managing its resources. It has limited procurement to avoid delays, it has sought staffing through UNEP personnel, it has sought the support of UNDP to assist with logistical support and used digital means to carry out activities during COVID-19 travel restrictions.
235. The monitoring and reporting overall was moderately satisfactory. There was no budgeted monitoring plan and there was a lack of gender monitoring. Adequate reporting was done according to donor requirements and PIMS reports were filed.
236. The project faces significant sustainability challenges as there is no evidence of uptake of project outputs at the national level, and as a second phase is not yet confirmed. As this pilot has generated modelling tools and fostered intersectoral discussions and new knowledge about the systems approach, there is the opportunity to leverage some of these successes in other initiatives. Draft research is underway to document this project experience, and may offer insights for other landscapes and regions, if utilized. It is also highly unlikely that without an influx of resources results can be sustained.
237. The results of the project are highly dependent on the policies, institutional frameworks and governance mechanisms that follow. Whether systems thinking becomes a part of the sectoral approach is ultimately what will sustain the project results, and what the project hoped to achieve. The project thus has a high dependency on institutional support and uptake and project results are highly sensitive to institutional support. At the time of writing, there is no evidence that any government ministry has taken ownership of project results or has sought to promote it within their work.
238. The project design had a gender marker 1 (gender partially mainstreamed), but no gender analysis. There was no gender analyst on the project team and gender indicators were missing in the logical framework. Any sex-differentiated information collected did not appear to be integrated into project activities. There is no evidence of a gender strategy of securing empowerment opportunities for women. The budget

was not gender responsive. The project also did not consider any inequities in access to resources in the modelling exercises, or any constraints that women may have faced in participating in project activities (e.g. geographic site, time, number of days). As this project was collecting data and establishing modelling tools, there was a lost opportunity for collecting gender-related data in the landscapes, especially relative to human wildlife conflict. This responds to the **strategic question: “What opportunities were identified to improve the integration of gender and human rights considerations in natural landscape conservation projects, and with what foreseeable benefits to the sustainability of results?”** The only notable opportunity that is visibly seized was documenting the number of women participants and stakeholders in order to document female participation.

239. In terms of environmental and social safeguards, a risk assessment and Social and Economic Review was conducted at design. There is no documented evidence that these were reviewed and adapted during project implementation. However, one of the big risks that were unforeseen was the COVID-19 pandemic, and the risks this posed was regularly discussed, and planned against. As a result, project management had to continually consider how to include stakeholders while ensuring their safety. Aspects like communications were adapted to mitigate for the fact that many did not reside in internet-accessible zones. There does not appear to have been any calculating of the carbon footprint of the project.
240. Country ownership and drivenness was an interesting challenge for this project. While documents reveal that on the project management side there was an impression that there was ownership of the project (Final Donor Report, 2023), at the national level, stakeholders expressed that this project was carried out from the outside without appropriate anchoring within national ministries. This was exacerbated by the fact that the project design excluded national stakeholders and they received a complete project to which they responded during the implementation. Without ministerial participation, there was little to no accountability of who would be responsible for implementation and activities. The added element of the project manager residing outside of the countries of implementation, contributed to sentiment of lack of ownership. While stakeholders participated actively in workshops, this engagement did not substitute ownership.
241. In terms of communication within the project team, it was deemed effective, regular and successful. The project was able to galvanize individuals from different institutions and expertise, and weekly meetings maintained connection, collaboration and momentum on activities. During periods of data collection and workshop organization, there were more frequent meetings, and these strengthened the team interactions and transparency. Gaps in expertise were filled strategically, (e.g. administration and modelling).
242. In terms of the communication of the project team with stakeholders, the quality of the workshops was commended by all those interviewed. It was noted that the presentations were facilitated by skilled orators who were able to provide information on systems modelling approaches in digestible ways. The inception and policy dialogue workshops were seen as effective in distilling information and for presenting simulations in easily understandable ways. Stakeholders also noted that the structure of the workshops facilitated inter-sectoral communication. A website was also developed. The quality and the use of this website was not commented on by any other stakeholders interviewed, so it is unclear whether national stakeholders used it.

243. However, when it came to communication about the project status, stakeholders were unclear on what stage the project was at, and what activities would follow. Many thought the workshops were all part of the inception activities, and many were unaware that the project had ended. Some complained that they had never received the modelling tools that were discussed in the project. At least three stakeholders mentioned that the timelines, milestones and achievements were not communicated.
244. Stakeholders interviewed were aware that the project was about the systems approach and intersectoral decision-making and implications on landscapes. This leads one to make the assessment that one of the clear messages of the project was shared successfully.
245. There was opportunity for stakeholder feedback through the project. There were reviews following consultations and website information and contact information was shared to allow participant follow up. As the modelling process required data from stakeholders, there was also communication on data points. In that sense, the project also had a targeted strategy in that it conferred with stakeholders on whom to approach.
246. There was a Communications and Visibility Plan developed early in project implementation and website development and simulations were clearly discussed and tested at the project management level. Fliers, presentations, the simulator, and the website were the key communication deliverables.
247. In terms of communication and public awareness, the project had a Communications and Visibility Plan and developed numerous communications products to articulate complex concepts and tools. The reception of the materials in the workshop were very well-received. A website was developed and simulation tools were used, and according to stakeholders, they departed workshops with an understanding of the systems approach. The communications challenge appeared to be that people were unaware of the status, the milestones, what would be done next, and either thought it was a study, or that implementation had not commenced.
248. It is also necessary to examine the project's contribution to the Landscapes, Wildlife and People Framework Project (LWP), as ACL was the only sub-project implemented under this initiative, and to respond to the **Strategic Question: Since other projects under the UNEP's Landscapes, Wildlife & People (LWP) Framework project were not initiated eventually, to what extent did the ACL project contribute to the Theory of Change (ToC) of LWP Framework project?** As is noted in paragraph 60, the ACL project is well aligned with outputs of the LWP. The level of achievement of the outputs in the ACL project can be transposed as level of achievement of the outputs of the LWP, given how closely aligned the two are. As noted in paragraph 31, ACL was able to work towards one of the targets of the LWP outcome, by leveraging new financing by UNEP and partners for landscape conservation initiatives addressing the LWP ToC. The target in LWP was USD 22 million, and the ACL project was able to leverage USD 2,070,209. The other outcome target (# of government led new proposals developed and used for fundraising (Base- line 0; Target: 5), was not achieved by this project.
249. There are two immediate outcomes of the LWP that the ACL project directly contributes to—these include 102.2 “National and sub-national political actors’ awareness and acceptance of the long-term benefits of wildlife conservation and the need to adopt innovative landscape management practices strengthened in selected countries” and “International development decision-makers’ awareness of the conservation values of human-wildlife landscapes, degradation trends, and key

strategies to generate optimal wildlife and livelihood outcomes strengthened”. These are demonstrable by the policy recommendations formulated, the engagement in the modelling process to inform a systems approach, and the evidence noted under Output 3 of ACL, which demonstrated the disseminating of information to international actors. Overall, the LWP appears to have a theory of change that would be achieved through the aggregation of various projects. In terms of the ACL, it was able to contribute fully to the LWP outputs and partially to the main LWP outcome.

Table 13. Summary of project findings and ratings

Criterion	Summary assessment	Rating
Strategic Relevance		HS
5. Alignment to UNEP MTS, POW and Strategic Priorities	Project was well aligned to UNEPs priorities and strategies.	HS
6. Alignment to UNEP Donor/GEF/Partner strategic priorities	Project was well-aligned with the EUs programmatic priorities and was designed to fit within their wildlife purview.	HS
7. Relevance to global, regional, sub-regional and national environmental priorities	The project is well aligned to Conventions (CBD, CCD, CITES) and with national, and regional priorities.	HS
8. Complementarity with existing interventions/ Coherence	There are complementary projects and programmes which provide a supportive baseline environment.	S
Quality of Project Design	The transition from outcome to impact is unrealistic. Project anticipates a second phase but this is not folded into the results framework. Gender indicators are missing and some terminology in the indicators is unclear.	MS
Nature of External Context	COVID-19 created a difficult environment for the project, in particular because of the travel restrictions and inability to meet with stakeholders face to face.	MU
Effectiveness		MS
4. Availability of outputs	The outputs were largely met. There is no evidence of uptake of the outputs however.	S
5. Achievement of project outcomes	The outcome was not at a higher level of results than the outputs. Unclear how much project results were endorsed by senior officials due to lack of uptake.	MS
6. Likelihood of impact	Likelihood of impact is unlikely given that people are already not using the tools developed by the project.	U
Financial Management		HS
4. Adherence to UNEP’s financial policies and procedures	There was adherence to UNEP’s financial policies and procedures	HS
5. Completeness of project financial information	There is completeness of project financial information	HS
6. Communication between finance and project management staff	Communication was adequate however the project had 4 FMOs which is a challenge for continuity	S
Efficiency	Project was efficient in dealing with costs, restrictions, staffing issues	S
Monitoring and Reporting		MS
4. Monitoring design and budgeting	There was no budgeted monitoring plan	U
5. Monitoring of project implementation	Lack of gender indicators. Quantitative indicators used with lack of measurement of qualitative progress along the results chain.	MS
6. Project reporting	PIMS reports and EU donors were produced.	S
Sustainability		HU

Criterion	Summary assessment	Rating
4. Socio-political sustainability	No evidence of uptake in this socio-political context, no evidence that this will change in a different socio-political context	U
5. Financial sustainability	Financial sustainability is unlikely without a second phase. There is no evidence of resources supporting this initiative within the countries.	U
6. Institutional sustainability	Project is highly dependent on institutional engagement and ownership. As there is no evidence of ownership in any ministries institutional sustainability is unlikely	HU
Factors Affecting Performance		MS
8. Preparation and readiness	No Steering Committee established despite being planned; local stakeholders were not engaged in design; external oversight was not present	MU
9. Quality of project management and supervision	Project was well-managed, except for the lack of steering committee or oversight body, and presence at local level	HS
<i>2.1 UNEP/Implementing Agency:</i>	UNEP played both an executing and implementing role and took part in every aspect of the project. Positive and collaborative relations were fostered in the project management team, however local level stakeholders were unclear about the project deliverables and status.	S
<i>2.2 Partners/Executing Agency:</i>	Academic partners engaged actively in the project	HS
10. Stakeholders' participation and cooperation	Stakeholders engaged in project workshops but were generally unaware of project status, milestones. Some important private sector partners were missing (e.g. mining). Lack of political will	S
11. Responsiveness to human rights and gender equality	There was no gender analysis, indicators and plan to improve circumstances/engagement for women. Human rights approach was mentioned only once in design documents as part of the Social and Economic Review note. No further information on how the human rights approach was to be ensured was added.	U
12. Environmental and social safeguards	Environmental and social safeguards were in the design. No calculation of carbon footprint.	MS
13. Country ownership and driven-ness	Country stakeholders did not demonstrate any ownership of the project despite participating actively in workshops. Project is not clearly housed in Ministries for follow up or uptake.	HU
14. Communication and public awareness	Project had a Communications and Visibility plan, developed simulations and a website, and was effective in communicating core elements of the systems approach.	S
Overall Project Performance Rating		MS

6.2 Lessons learned

Lesson Learned #1:	Local, national and regional stakeholders must be engaged at the project design stage to shape a project that is relevant to the national/regional context. Without this engagement there is a risk that project outputs/outcomes will not be included in programmes of work, or rendered sustainable. There is also the risk that the project is delivering results that are not applicable to the national context, or are superfluous to other initiatives underway. There is also the risk that national stakeholders are
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	not sufficiently involved in co-creation of knowledge in usable ways.
Context/comment:	Country ownership and drivenness was low despite participation and interest. Country input at design could have identified effective mechanisms, partners and shaped the project to be more conducive for uptake, and could have supported ministerial participation to house project outputs.

Lesson Learned #2:	Participation and engagement in a project is not the same as ownership—and ownership is critical for sustainability. While project participants can engage in workshops and provide data and can appreciate content, there is no certainty that participation will lead to ownership. This is particularly important when developing theories of change and results framework—participation in workshops may not be sufficient to support ownership and must not be framed as the means to that end. Indicators measuring application and use, and transformational potential of outputs/outcomes should be established to assess ownership. The integration of learning, attitudinal shifts, values change, and shifts at policy levels are potential elements that can be explored to study ownership of project results.
Context/comment:	The project was well structured to encourage participation, engagement and support feedback from stakeholders. However, contributing to the modelling tools, identifying policy pathways, and identifying challenges and possible policy recommendations were not sufficient in ensuring ownership. Some aspects that may have contributed to this is that lack of a national entity housing the project, political will, champions, and capacity building. These need to be considered to promote ownership and drivenness. Mere participation does not indicate that project outputs will be integrated into stakeholder practice.

Lesson Learned #3:	New tools, methodologies, or technologies have to be presented with value-added so that they are more prone to adoption. The transition to new tools is onerous and unless it provides demonstrable advantages, people are less likely to take them on. Feeding data into new modelling tools can be labour intensive and costly and requires enough of an incentive to be able to do so.
Context/comment:	In this case, the modelling tools are not providing tangible enough benefits for stakeholders to start using them. Perhaps if this tool had been aligned with some of the reporting countries have to do for CBD, CITES , CCD or UNFCCC, it may have had higher rates of adoption. Moreover, doubts existed for some on the quality and timeliness of the data. The principles behind the

	fluidity of data could have been better explained to highlight the benefits of use.
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Lesson Learned #4:	Capacity-building must be an integral component of adopting or transitioning to a systems approach to landscape management. Without a capacity-building component practitioners face greater challenges in implementing approaches that they are introduced to, and risk being engaged in systems approach activities only during project duration. This threatens sustainability of results and prevents greater integration of the systems approach which by design requires coordinated, intersectoral and medium-to-long term interventions.
Context/comment:	While the learning-by-doing was effective during workshops and simulations were provided to stakeholders to learn from, this did not provide sufficient capacity to stakeholders to manage the modelling tools, update them with data, and apply them to their work practice. This greatly exposed project results to no uptake.

Lesson Learned #5:	A gender analysis should be part of every project. Every project has its own particular gender risks and opportunities that need to be understood to ensure that opportunities are seized to improve access and empowerment opportunities for women, and to minimize harm and recognize impediments that prevent women's full participation. Without this analysis, there are lost opportunities for women, the risk that a project could be gender blind and inadvertently promote inequities.
Context/comment:	An overarching programmatic gender analysis (in this case Landscapes, Wildlife and People) cannot be applied to specific projects. Each project targets specific sites and communities and may be dealing with a differing set of factors. This project offered great opportunities for collecting data and providing insights into women and landscape resource management and wildlife conflict. A gender analysis at design could have supported a more holistic gender vision through the project.

Lesson Learned #6:	Project management should, if possible, be in the country or region in which a project is being implemented. The remote nature of project management can create a distance between a project and stakeholders. There is also the risk that project managers remain unaware of national considerations, the enabling environment, the policy context, or are unable to foster institutional relationships. There is a risk that the project can be less relevant, or remain sub-optimized for long-term impact.
Context/comment:	The remote nature of project management can create a distance between a project and stakeholders. While implementing

	partners (KAZA Secretariat) and a Zimbabwe Consultant were retained to have some national-level contact, this was not sufficient in anchoring the project in the national context. The presence of a project manager can build national relationships that are necessary for endorsement and sustainability of an intervention, and allow for better understanding of the day-to-day impediments that a project may face in the national context.
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6.3 Recommendations

Recommendation #1:	If a second phase of this project is developed, or similar pilot projects are developed in the future, ensure that a sustainability plan is in place to ensure uptake, continued engagement and use of invested resources, and promote the systems approach in tangible ways beyond the project duration.
Challenge/problem to be addressed by the recommendation:	Pilot projects may be carried out without a sense of continuity due to funding and time constraints. However, in order to render them useful they should be integrated with other activities, or a potential follow up with an institution should be secured. In the case of ACL, the KAZA Secretariat could have been a place to funnel the findings, research and analysis. However, without a formal agreement, and funding in place, it is difficult to do this, and the institution is also limited by staff numbers, staff departures and resource constraints. The lack of a sustainability plan may result in the loss of knowledge created, wasted technologies and a lack of uptake on potential interest by stakeholders.
Priority Level:	High
Type of Recommendation	Project Level
Responsibility:	UNEP Project team
Proposed implementation time-frame:	12 months

Recommendation #2:	Find opportunities for leveraging the research and analysis of this project into other landscape management projects, in order to avoid the loss of project investments. The project has collected substantial data that could be useful for other initiatives and must not be a wasted resource.
Challenge/problem to be addressed by the recommendation:	A great deal of data has been collected and analyzed by this project. A draft research paper has been developed by the academics and members of the project management team. As there are many GEF projects focusing on landscape restoration and management, there is the opportunity of rendering this project useful if its outputs are shared with those in PPG stages in the region. This would support holistic project development and ensure that project achievements are not lost or under-utilized

Priority Level:	Medium
Type of Recommendation	Project-level
Responsibility:	UNEP Project Team
Proposed implementation time-frame:	12 months

Recommendation #3:	Advance the policy recommendations at higher institutional levels within ministries in Botswana and Zimbabwe. These have been developed through intersectoral participation and offer opportunity to advance on systems approaches to landscape management in concrete ways. These recommendations reflect intersectoral interests and the process of arriving to shared policy agenda, which should be optimized.
Challenge/problem to be addressed by the recommendation:	Stakeholders came together to develop key policy recommendations to decrease human wildlife conflict in the policy dialogue sessions. If these are not leveraged, then the efforts of the project and stakeholders will be under-utilized. Intersectoral representatives must build on these efforts and build political support and momentum and socialize learnings with colleagues. This does not require additional financial resources, rather it is learning that can be integrated into current programmes of work will project outputs as referential data.
Priority Level:	High
Type of Recommendation	Partners
Responsibility:	UNEP Project Team
Proposed implementation time-frame:	12 months

Recommendation #4	In-kind support to KAZA Secretariat to institutionalize the learning from this project. The KAZA Secretariat is regarded as an institution that can play a long-term role in the sustainability of landscape management in transboundary areas. Supporting their institutional capacity will allow the Secretariat to carry out more activities and integrate project findings in their initiatives.
Challenge/problem to be addressed by the recommendation:	The KAZA secretariat is constrained by resources and manpower. However, all the stakeholders interviewed expressed great interest in a growing role of the Secretariat to address cross-boundary, wildlife related issues. In order to do this, the institution will require support. As it has the political legitimacy, as a follow up to the project, UNEP can engage with the Secretariat in strategic ways to fine-tune how results can be integrated into their work meaningfully.
Priority Level:	Medium
Type of Recommendation	Project Team
Responsibility:	UNEP Project Team
Proposed implementation time-frame:	12 months

ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS

Response to stakeholder comments received but not (fully) accepted by the reviewers, where appropriate

Page Ref	Stakeholder comment	Evaluator(s) Response	UNEP Evaluation Office Response
	Xxx	Xxx	

ANNEX II. PEOPLE CONSULTED DURING THE EVALUATION

People consulted during the Evaluation

Name	Role & Institution	Gender
Julian Blanc	Project Manager, UNEP	M
Chimbidzani Bratonozić	Problem Specialist, UNDP Botswana	F
Mompati Thapelo	Deputy Director Botswana	M
Nicholas Thomola	Principal Manager, CBRM Unit Botswana	M
Michael Malaodi	Ministry of Environment and Tourism	M
Nothando Moyo	Acting TFC Coordinator, Zim Parks Zimbabwe	F
Brighton Lazawo	TFCA Programme Officer, ZIM PARKS	M
Kundishora Mupandaguta	Principal Programme Officer, Ministry of Environment, Climate, Tourism, and Hospitality	M
Rosemary R. Danda	Bi/Multilateral Engagemennts, Ministry of Tourism Zimbabwe	F
Elderman		M
Tsika Mberi	Regional Manager, Zimbabwe Tourism Authority	F
Stanley Nyamayedenga	Transfrontier Conservation Area Programme Officer, Zim Parks	M
Marandu Micek	District Lands Office for Department of Land and Agriculture	M
Martin Okun	FMO, UNEP	M
Nyambe Nyambe	Executive Director of KAZA Secretariat	M
Ruth Igamba	Administration, Project Management Team, UNEP	F
Nuno Videira	Project Team Member, Associate Professor, NOVA University Lisbon	M
Hilton Ndagurwa	Project Team Member, National University of Science & Technology, Zimbabwe	M
Mohamed Saleh	Project Team Member, University of Cairo	M

ANNEX III. EVALUATION FRAMEWORK/MATRIX

N.	Evaluation Criteria	Sub-Questions	Indicators/Means of Verification	Data Sources
Strategic Relevance				
1.	i. Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities	<ul style="list-style-type: none"> - Was the Project in line with UNEP's mandate, how so? - Did the Project respond to UNEP strategies and POW? What were some of the concrete contributions of the project to UNEP priorities? - Key Strategic Question 2: How does the project fit within the LWP? to what extent did the ACL project contribute to the Theory of Change (ToC) of LWP Framework project? 	<ul style="list-style-type: none"> - Degree of alignment with UNEP MTS and POW - Degree of alignment with UNEP Bali Strategic Plan for Technology Support and Capacity Building (BSP) and South-South Cooperation (S-SC) - LWP TOC 	<ul style="list-style-type: none"> - UNEP publications (MTS, PoW) - ProDoc - Consultation with UNEP personnel and project manager - LWP TOC
2.	ii. Alignment to Donor/Partner Strategic Priorities	<ul style="list-style-type: none"> - Did the Project respond to EU priorities? Which particular priorities? - What specific contributions (qualitative/quantitative) did the project make to donor priorities? 	Degree of alignment with EU priorities	<ul style="list-style-type: none"> - EU publications - Agreements between UNEP and EU - Correspondence regarding project design - Press releases regarding the project
3	Relevance to Regional, Sub-Regional and national Environmental Priorities	Did the Project respond to the stated environmental concerns and needs of the countries/sub-regions/regions?	Degree of alignment with: National, regional plans and sub-national plans, strategies, policies and agreements	- National, regional plans and sub-national plans, strategies, policies and agreements

N.	Evaluation Criteria	Sub-Questions	Indicators/Means of Verification	Data Sources
				<ul style="list-style-type: none"> - Interviews with government representatives, regional organizations - ProDoc
4	Complementarity with Relevant Existing Interventions/Coherence	<ul style="list-style-type: none"> - To what extent did the Project take account of other ongoing and planned initiatives? - To what extent did the Project team make efforts to ensure that the Project was complementary to other UNEP and UN interventions, and optimize any synergies? - What projects could be considered as part of the baseline? - Were any resources shared with any other initiatives? - Were any joint activities carried out with other projects? 	<ul style="list-style-type: none"> - Number of complementary projects and activities - Co-financing opportunities leveraged; evidence of other resources provided through other projects and initiatives (office space, vehicle use, meeting facilitation etc...) - Number of joint activities and initiatives with other organizations/ entities 	<ul style="list-style-type: none"> - ProDoc - Other project reports - Donor reports - Interviews with stakeholders and partner organizations
Quality of Project Design				
5	Relevance and logic of Project Objectives, activities, Outputs and Outcomes according to Project Quality Design template	<ul style="list-style-type: none"> - Are the outputs and outcomes achievable? - Are the SMART indicators appropriate for measuring results? - Are there logical causal pathways between outputs, outcomes, and impacts? 	<ul style="list-style-type: none"> - Project Design Quality rating 	<ul style="list-style-type: none"> - ProDoc - Interview with Project Management Team/Project Design Team

N.	Evaluation Criteria	Sub-Questions	Indicators/Means of Verification	Data Sources
Nature of External Context				
6	Aspects related to external operating context (considering the prevalence of conflict, natural disasters and political upheaval).	<ul style="list-style-type: none"> - Was there any prevalence of conflict, natural disasters and political upheaval? - How did the COVID-19 pandemic impact project implementation? How were these challenges managed or mitigated? - Key Strategic Question 4: What changes were made to adapt to the effects of COVID-19, and how might any changes have affected the project's performance? - Were there any elements that challenged the operations of this project beyond the pandemic? 	- Project delays and extensions	<ul style="list-style-type: none"> - Steering Committee minutes - Donor reports - Interviews with project management team and stakeholders
Effectiveness				
7	Availability of Outputs	<ul style="list-style-type: none"> - Were outputs and milestones delivered on time and as planned? If not, what were the reasons for delay/changes? - What were the concrete outputs of the project, what was their quality? - To what extent do the outputs contribute to their planned outcomes? - How useful, relevant and appropriate did beneficiaries find the outputs produced by the project? - Which factors contributed to the achievement of outputs (and/or what 	<ul style="list-style-type: none"> - Existence of models, tools and data sets developed by the project - Evidence of use of outputs by stakeholders in 5 countries 	<ul style="list-style-type: none"> - ProDoc - Donor reports - Interviews with project management team, government officials, stakeholder groups

N.	Evaluation Criteria	Sub-Questions	Indicators/Means of Verification	Data Sources
		<p>were the reasons outputs were not produced)?</p> <ul style="list-style-type: none"> - What evidence is there of outputs being applied/used in project sites? - Why were the outputs used/not used in the way that they were? 		
8	Achievement of direct Outcomes	<p>a) - Key Strategic Question 1: To what extent was the project approach successful in ensuring coexistence between people and wildlife (achieve human development and wildlife conservation goals in harmony) in the two targeted key coexistence landscapes?</p> <ul style="list-style-type: none"> - What direct outcome has been achieved? - Is this outcome a result of project intervention? - Is this outcome different than what was anticipated? - Would this outcome have been achieved without the direct involvement of UNEP? - Why did the project produce the outcome it did? 	<ul style="list-style-type: none"> - Evidence of use of systemic approaches to understand conservation and development - Evidence of endorsement by policymakers 	<ul style="list-style-type: none"> - Interviews with project management, national stakeholders and beneficiaries - Survey - Donor reports - Policies, plans and frameworks

N.	Evaluation Criteria	Sub-Questions	Indicators/Mean of Verification	Data Sources
		<ul style="list-style-type: none"> - Was the outcome experienced equally among beneficiaries? How did women and marginalized groups engage in producing and experiencing the outcome? - Did a particular stakeholder group play a key role in delivering the outcome? - Was the scope of the outcome commensurate to the investment of the project? - What factors, partners supported the realization of the outcome? - Key Strategic Question 3: In light of the fact in three project countries (Cameroon, Central African Republic and the Republic of Congo) activities (e.g. workshops) were implemented online, was there a significant variation of results achieved in these countries compared to the other two (Botswana and Zimbabwe), due to the different project implementation modality (in person and not)? 		
9	Likelihood of Impact	<ul style="list-style-type: none"> - What is the likelihood of expected positive impacts to be realized? - To what extent have any possible 	- Endorsement of a second phase of the project	<ul style="list-style-type: none"> - Likelihood of Impact Assessment - Reconstructed ToC at Design and at

N.	Evaluation Criteria	Sub-Questions	Indicators/Means of Verification	Data Sources
		<p>negative effects been identified in the project as risks?</p> <p>- How successful was the project in playing a catalytic role and/or promoting the scaling up or replication of project results?</p> <p>- Is the project likely to contribute to the long-lasting changes represented by the Sustainable Development Goals, and/or the intermediate-level results reflected in UNEP's MTS, POW and national strategic priorities of participating countries?</p> <p>- What impacts have been experienced by stakeholders?</p> <p>- What steps have they taken to maintain project results.</p>	<p>- Evidence of incorporation of project outputs and outcomes in policies, regional planning tools and frameworks</p>	<p>Evaluation</p> <ul style="list-style-type: none"> - ProDoc - Donor reports - Survey - Policies, Frameworks, Regional strategies
Financial Management				
10	Adherence to UNEP's financial policies and procedures	<ul style="list-style-type: none"> - Was the project implemented in compliance with UN financial management standards and procedures? - Was there transparency and a clear process around expenditures? - Was this process well-understood among partners? 	<ul style="list-style-type: none"> - Approval of contracting documents, project reports and financial reporting - Alignment of expenditures during project implementation with approved budget 	<ul style="list-style-type: none"> - Project budget - Financial reports, audit reports - Interview with UNEP Fund Management Officer (FMO) - Interviews with project management team - Interviews with project partners that received financial support

N.	Evaluation Criteria	Sub-Questions	Indicators/Means of Verification	Data Sources
11	Completeness of financial information	<ul style="list-style-type: none"> - Was the project's financial information complete? - What was the expenditure across the life of the project? - To what extent were the projects' expenditures in line with the corresponding approved budget? - What changes, if any, have been made to the project budget and why? 	<ul style="list-style-type: none"> - Alignment of expenditures during Project implementation with approved budget 	<ul style="list-style-type: none"> - Interviews with project management, donors, FMO, partners that received support - Donor reports
12	Communication between financial and project management staff	<ul style="list-style-type: none"> - Were the financial flows, accounting and budgeting well understood by project staff? - Did FMO and project staff communicate about any financial challenges, barriers, delays? - Did the FMO provide adequate oversight? 	<ul style="list-style-type: none"> - Budget reports - Budget extensions 	<ul style="list-style-type: none"> - Interviews with project management, donors, FMO, partners that received support
Efficiency				
13	Cost-effectiveness and timeliness of project execution	<ul style="list-style-type: none"> - Were any cost or time-saving measures put in place to maximize results within the secured budget and agreed project timeframe? - Did the project make use of / build upon pre-existing institutions, agreements and partnerships, data 	<ul style="list-style-type: none"> - Number of project extensions, budget adjustments, revisions - Number of measures to mitigate delays - Timeliness of report submission 	<ul style="list-style-type: none"> - ProDoc - Donor reports - Steering Committee minutes - Budgets and financial reports - Interviews with project management, donors, FMO, key stakeholders

N.	Evaluation Criteria	Sub-Questions	Indicators/Means of Verification	Data Sources
		<p>sources, etc. to increase project efficiency? How?</p> <ul style="list-style-type: none"> - What factors have caused delays and have affected project execution, costs and effectiveness? How? - Were events leading to completion of activities sequenced efficiently? - What was the role of the project's governance structure and management approach on its efficiency? - Were any resources shared from other projects or regional initiatives? - How were COVID-19 challenges confronted to ensure timeliness, cost-effectiveness and meeting of milestones? 	<ul style="list-style-type: none"> - Dates of regional dialogues 	
Monitoring & Reporting				
14	Monitoring design and budgeting	<ul style="list-style-type: none"> - To what extent were the monitoring plans designed to track progress against SMART indicators? - To what extent were the allocated funds adequate for monitoring purposes, and for the terminal evaluation? 	<ul style="list-style-type: none"> - Quality and usage of monitoring plan - Staff time allocated to monitoring 	<ul style="list-style-type: none"> - M&E Plan - Project budget - Interview with project management staff, donors and FMO

N.	Evaluation Criteria	Sub-Questions	Indicators/Means of Verification	Data Sources
		<ul style="list-style-type: none"> - Were appropriate funds allocated to measuring gender impacts? - To what extent were the allocated funds for monitoring actually used to support monitoring? 		
15	Monitoring of Project implementation	<ul style="list-style-type: none"> - To what extent were the monitoring plans operational? - To what extent did the monitoring system facilitate the timely tracking of results and progress towards the project objective? - To what extent was the information, generated by the monitoring system, used to adapt and improve project execution, achievement of outcomes and ensure sustainability? - To what extent was gender disaggregated data collected? - To what extent were gender impacts measured? - To what extent were unanticipated results monitored? - To what extent was the monitoring plan complete? How could it have been improved? 	- Number and quality of monitoring documents	<ul style="list-style-type: none"> - ProDoc - Monitoring Reports - Interviews with project staff, beneficiaries

N.	Evaluation Criteria	Sub-Questions	Indicators/Means of Verification	Data Sources
16	Project reporting	<ul style="list-style-type: none"> - To what extent have UNEP and donor reporting requirements been fulfilled? 	<ul style="list-style-type: none"> - Number and quality of donor reports 	<ul style="list-style-type: none"> - Project reports - Donor interviews
Sustainability				
17	Socio-political sustainability	<ul style="list-style-type: none"> - What is the level of ownership, interest and commitment among governments and among other main stakeholders? - What is the likelihood that project achievements will be taken forward at the national level, by the government and by stakeholders? - What is the likelihood that capacity development efforts continue? - What activities beyond the project integrate project outputs and outcome? - Were any political changes a threat to the project's success? 	<ul style="list-style-type: none"> - Incorporation of project outcomes in planning tools, policies, organizational practices 	<ul style="list-style-type: none"> - Interviews with governments, stakeholders, CSOs
18	Financial sustainability	<ul style="list-style-type: none"> - To what extent is the project outcome dependent on future funding? 	Project funding available	<ul style="list-style-type: none"> - ProDoc - Interviews with project staff, government stakeholders, donors

N.	Evaluation Criteria	Sub-Questions	Indicators/Means of Verification	Data Sources
		<ul style="list-style-type: none"> - What efforts are being made to secure funding for future complementary activities? - Are any other stakeholders developing projects and initiatives to build on the results of this project? 		
19	Institutional sustainability	<ul style="list-style-type: none"> - To what extent were institutional frameworks, policies, and legal and accountability frameworks in place and robust enough to support the sustainability of Project Outcomes? - Have any concrete changes been made at the institutional level as a result of this project and to sustain results? 	<ul style="list-style-type: none"> - Number and quality of policies and legal and accountability frameworks - Number of follow-up activities initiated by governments 	- Interviews with project staff, government stakeholders, donors
Factors and Processes Affecting Project Performance				
20	Preparation and Readiness	<ul style="list-style-type: none"> - Were appropriate measures taken to either address weaknesses in the project design or respond to changes that took place between project approval, securing of the funds and project mobilisation? Which measures? - How did the project adapt to initial challenges imposed by COVID-19? 	<ul style="list-style-type: none"> - Evidence of adaptive management - Quality of partner agreements 	<ul style="list-style-type: none"> - ProDoc - Planning documents - Steering Committee Minutes - Partner Agreements

N.	Evaluation Criteria	Sub-Questions	Indicators/Means of Verification	Data Sources
		<ul style="list-style-type: none"> - What was the nature and quality of engagement with stakeholder groups by the project team during project preparation? - What process was followed to assess the capacities of implementing partners and develop the partnership agreements? - Were initial staffing and financing arrangements sufficient to drive implementation? 		
21	Quality of Project Management and Supervision	<ul style="list-style-type: none"> - Was project management pro-active and responsive? - What was the nature of communication and collaboration with stakeholders? - How were risks managed? Did this require use of problem-solving and/or project adaptation? How? - Was there effective oversight from the Steering Committee? 	- Evidence of adaptive management	- Interviews with national governments, Steering Committee Members, UNEP staff
22	Stakeholder Participation and Cooperation	<ul style="list-style-type: none"> - Were all important project stakeholders properly identified at project design and duly involved in project implementation? - What consultation and communication mechanisms were 	<ul style="list-style-type: none"> - Number of stakeholders identified and actively involved in Project implementation - Number of stakeholders 	<ul style="list-style-type: none"> - ProDoc - Stakeholder interviews - Survey

N.	Evaluation Criteria	Sub-Questions	Indicators/Means of Verification	Data Sources
		<p>put in place to ensure an active stakeholder engagement and ownership? Were these effective?</p> <ul style="list-style-type: none"> - What was the level of support provided to maximize collaboration and coherence between stakeholders? - What measures were taken to ensure inclusion and participation of all differentiated groups, including gender and vulnerable groups? - How were vulnerable groups accessed with COVID-19 protocols in place? - How was inability of access accounted for? 	<p>satisfied with the stakeholder participation</p>	
23	Responsiveness to Human Rights and Gender Equity	<ul style="list-style-type: none"> - To what extent did the Project intervention adhere to UNEPs policy and strategy for gender and human rights? - To what extent did project implementation and monitoring take into consideration possible inequalities, specific vulnerabilities and the role of disadvantaged groups (especially gender-related) in mitigating or adapting to environmental changes and engaging 	<ul style="list-style-type: none"> - Number of stakeholders satisfied with stakeholder participation - Evidence that sensitivity in gender has been observed in project design, implementation and monitoring and evaluation activities, including gender distribution in participation in project activities and events - Evidence that gender differentiated considerations 	<ul style="list-style-type: none"> - UNEP's Policy and Strategy for Gender Equality and the Environment - ProDoc - Interviews with stakeholders particularly with women

N.	Evaluation Criteria	Sub-Questions	Indicators/Means of Verification	Data Sources
		<p>in environmental protection and rehabilitation?</p> <p>- How did the project contribute to or mitigate exacerbation of vulnerabilities?</p>	<p>have been built into project activities</p>	
24	Environmental and Social Safeguards	<p>- To what extent were UNEP's requirements, with respect to environmental and social safeguards, met?</p> <p>- To what extent were safeguard and risk reviews carried out?</p>	<p>- Safeguards review</p> <p>- Monitoring Reports</p>	<p>- ProDoc</p> <p>- Risk Assessments</p> <p>- Steering Committee Meeting minutes</p>
25	Country Ownership and Drivenness	<p>- To what extent was the government / public sector involved in project design and implementation?</p> <p>- How did this contribute to embed changes in their respective institutions and offices?</p> <p>- To what extent do these representatives/agencies consider the needs or interest of all gendered and marginalised groups?</p> <p>- Was there evidence of national governments championing/incorporating project results into national planning?</p>	<p>- Number of Project Outputs and Outcomes entrenched in government / public sector institutions</p> <p>- Degree to which Project results have been adopted and championed nationally</p>	<p>- ProDoc</p> <p>Interviews/surveys with other stakeholders</p> <p>- Interviews/surveys with government representatives</p>

N.	Evaluation Criteria	Sub-Questions	Indicators/Means of Verification	Data Sources
26	Communication and Public Awareness	<ul style="list-style-type: none"> - How were learning and experience sharing communicated between project partners and interested groups? - Which public awareness activities were undertaken during project implementation? - To what extent did they influence attitudes or shape behaviour among wider communities and civil society at large? How? - To what extent were existing communication channels and networks used effectively, including meeting the differentiated needs of gendered or marginalized groups? - What communications products were produced by the project? How was their effectiveness measured? - How was public awareness monitored? 	<ul style="list-style-type: none"> - Operative communication platforms and dialogues - Discussion boards - Degree on awareness of stakeholders - Mechanisms for exchanges 	<ul style="list-style-type: none"> - Communications products - Stakeholder interviews

ANNEX IV. KEY DOCUMENTS CONSULTED

Project Reports:

- UNEP/EU, 2019. Africa's Coexistence Landscapes: Securing their Future for People, Elephants and Other Wildlife Project Document (ProDoc)
- Donor Report, 2022;
- Expenditure report, 2022
- European Commission-UNEP ENRTP and GPGC Strategic Programme Cooperation Agreement, 2019
- Report on Analysis of Current Policies; 2021
- Report on Botswana Policy Dialogue; 2022
- Report on Zimbabwe Policy Dialogue; 2022
- Report on Transboundary Policy Dialogue; 2022
- Conceptual Model TNS; 2022
- Integrated and Validated Conceptual Model TNS; 2022
- Interactive Model Simulation Interface Presentation; 2022
- Nuno Videira, Pål Davidsen, Ali Saysel, Benjamin Batinge, Hugo Herrera, Igor Oliveira, Mohamed; Saleh, Hilton Ndagurwa, Antony Kamau, Julian Blanc. (2022). Participatory Modelling Without Boundaries: Co-creating Knowledge for Integrated Planning in Africa's Coexistence Landscapes
- Toham, A. (2020). The Africa's Coexistence Landscapes (ACL) Project in TheSangha Tri-national (TNS) World Heritage Site: A socio economic and ecological synthesis of the buffer zone, southern Segment
- TNS: Scripts for Interviews
- KAZA Causal Loops Diagrams
- Website Design Concept document
- Flyer for policy dialogues
- Wildlife aerial survey notes for KAZA
- Presentation materials for GIZ webinar
- KAZA modelling and policy dialogues participation lists
- TNS consultation participation lists
- KAZA Process papers and summaries; scenarios 2020
- Feedback forms from participants on the modelling workshops
- Recorded interviews with Rene Gweth, Ben Evans, Narcisse Lambert Mbarga.

Background documents:

- CBD. Strategic Plan for Biodiversity 2011-2020. Available online: <https://www.cbd.int/decision/cop/?id=12268>
- Domptail, S. & Mundy, O. (2013). Visions 2030 for the Okavango River Basin
- EU. Biodiversity for Life Flagship Programme. Available online at: <https://capacity4dev.europa.eu/groups/b4life>
- EU, Directorate-General for International Cooperation and Development, MacKinnon, J., Aveling, C., Olivier, R., et al., *Larger than elephants : inputs for an EU strategic approach to wildlife conservation in Africa : synthesis*, Publications Office of the

European Union, 2017, available online
at: <https://data.europa.eu/doi/10.2841/909032>

- KAZA. Strategic Planning Framework for the Conservation and Management of Elephants in the Kavango-Zambezi Transfrontier Conservation Area
- Republic of Zimbabwe. 2006. Vision 2030
- SADC. Protocol on Wildlife Conservation and Law Enforcement
- Spawn, S.A., and H.K. Gibbs. 2020. Global Aboveground and Belowground Biomass Carbon Density Maps for the Year 2010. ORNL DAAC, OakRidge, Tennessee, USA. <https://doi.org/10.3334/ORNLDAAC/1763>
- Treaty between the governments of Angola, Botswana, Namibia, Zambia, and Zimbabwe on the establishment of Kavango-Zambezi Transfrontier Conservation Area
- UNDP. Managing human wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands-Botswana Gender Assessment and Mainstreaming Strategy.
- UNEP, 2022. UNEP Evaluation Policy. Available online at: <https://wedocs.unep.org/handle/20.500.11822/41114>

ANNEX V. BRIEF CV OF THE EVALUATOR

Name	Erum Hasan
Profession	Sustainable Development Consultant
Nationality	Canadian
Country experience	<ul style="list-style-type: none">• Africa: Angola, Cabo Verde, Ethiopia, Kenya, Lesotho, Madagascar, Senegal, The Gambia• Americas: Brazil, Haiti, St. Kitts & Nevis, Suriname• Asia: Mauritius, Pakistan, Philippines, Kazakhstan
Education	<ul style="list-style-type: none">• Master Public Policy & Public Administration- International Development Stream

Short biography

Erum Hasan has been a sustainable development consultant since 2010. She specializes in project design and evaluations in the area of climate change adaptation, biodiversity conservation, sustainable land management and agroecology. She has over 12 years of experience in results-based management and theory of change development with UN institutions such as FAO, UN-DESA, UNDP, UNDRR, UNEP, UNESCO, UNOPS, and WMO. She has substantial experience in influencing complex issues, requiring diplomacy, cultural sensitivity, and negotiation skills. Erum has a proven track-record of leadership, is able to work autonomously or as a team player and demonstrates strong analytical, communication, and writing skills.

ANNEX VI. EVALUATION TORS (WITHOUT ANNEXES)

TERMS OF REFERENCE

Terminal Evaluation of the UNEP project

“Africa’s Coexistence Landscapes: Securing their future for people, elephants and other wildlife” (PIMS ID 2047)

Section 1: PROJECT BACKGROUND AND OVERVIEW

1. Project General Information

Table 1. Project summary

UNEP PIMS ID:	2047		
Implementing Partners	Secretariat of the Kavango-Zambezi Transfrontier Conservation Area (KAZA) University of Bergen (Norway), Nova University Lisbon		
Relevant SDG(s) and indicator(s):	15.5.1, 15.9.1, 15.3.1, 15.6.1 and 15.a.1, and relevant targets of goals 1, 2, 12 and 14		
Sub-programme:	Healthy and Productive Ecosystems - SP3 in MTS 2018 -2021 (now Nature Action SP in MTS 2022-2025)	Expected Accomplishment(s):	EA (a): The health and productivity of marine, freshwater and terrestrial ecosystems are institutionalized in education, monitoring and cross-sectoral and transboundary collaboration frameworks at the national and international levels EA (b): Policymakers in the public and private sectors test the inclusion of the health and productivity of ecosystems in economic decision-making
UNEP approval date:	26 February 2019	Programme of Work Output(s):	(a) 2. Technical assistance and partnerships on effective conservation measures and monitoring thereof (ecosystem management, ecological representativeness and connectivity) (a) 6. Development and dissemination of tools and methodologies for

			integrated ecosystem management (a) 7. Support to cross-sectoral institutional frameworks and agreements for ecosystem management (b) 1. Support to public institutions to pilot the inclusion of eco- system health and resource availability considerations in economic decision-making
Expected start date:	1 November 2018	Actual start date:	26 February 2019
Planned operational completion date:	30 November 2020	Actual operational completion date:	31 October 2022 ²⁹
Planned total project budget at approval:	USD 1,947,908 ³⁰	Actual total expenditures reported as of 20th October 2022:	USD 1,177,014.09
Planned Environment Fund allocation:	USD 174,087	Actual Environment Fund expenditures reported as of [date]:	
Planned Extra-Budgetary Financing:	USD 1,852,922	Secured Extra-Budgetary Financing:	
		Actual Extra-Budgetary Financing expenditures reported as of [date]:	
First disbursement:	07 December 2018	Planned date of financial closure:	31 January 2023
No. of formal project revisions:	2	Date of last approved project revision:	04 October 2022
No. of Steering Committee meetings:	0	Date of last Steering Committee meeting:	No formal SC was established
Mid-term Review/ Evaluation³¹ (planned date):	N/A	Mid-term Review/ Evaluation (actual date):	N/A
Terminal Evaluation (planned date):	01/06/2020	Terminal Evaluation (actual date):	January 2023

²⁹ As per approved Project Revision 2 (October 2022)

³⁰ As per approved ProDoc (February 2019)

³¹ UNEP policies require projects with planned implementation periods of 4 or more years to have a mid-point assessment of performance. For projects under 4 years, this should be marked as N/A.

Coverage - Countries³²:	Botswana, Zimbabwe, Cameroon, Central African Republic, Republic of Congo.	Coverage - Region:	Africa
Dates of previous project phases:	N/A	Status of future project phases:	A follow-on Project Identification Form for Zimbabwe was approved under GEF-7 in 2022. Full project document development underway.

2. Project Rationale

1. Sub-Saharan Africa is home to most of the world’s remaining vast tracts of intact wildlife habitat and important populations of threatened and iconic species. It is also home to a rapidly growing human population, largely still living in extreme poverty and relying on natural resources for their survival. As demand for food and other commodities results in rapid and large-scale land transformation across the continent, and in the context of high levels on uncertainty with future climate scenarios, it is becoming increasingly urgent and critical to identify and sustainably manage those areas where viable wildlife habitat and resilient natural systems, beyond the boundaries of protected areas, can be maintained, and where both biodiversity and development objectives can be met through the conservation of key coexistence landscapes.
2. Furthermore, sub-Saharan Africa is transforming at a pace and scale that is unprecedented and unpredictable. At the same time, human populations across the continent are struggling to survive in extreme poverty and in deeply uncertain times being driven by climate change and insecurity, resulting in conflict and migration.
3. As one of the core threats to biodiversity, along with over-exploitation and conflict, extensive land-use change has already significantly impacted species conservation, with major range contractions of African elephants, other large herbivores and large carnivores in some parts of the continent (William J. Ripple *et al.*, 2016). Ecosystem services that offer provisioning (food, water, fibre, fuel), regulation (climate, water, disease), cultural value (spiritual, aesthetic, recreational), and support primary production are also being degraded. Consequently, the options for a human population still in deep poverty and largely reliant on natural resources for survival are increasingly reduced.
4. The UNEP’s project “**Africa’s Coexistence Landscapes: Securing their future for people, elephants and other wildlife**” (ACL) aimed to understand and articulate the critical land-use and economic transformation drivers underpinning the degradation and loss of habitat for elephants and other species in sub-Saharan Africa and to

³² Note: initially (ProDoc 2019), the project was supposed to be implemented in nine countries (Angola, Botswana, Cameroon, Central African Republic, Republic of Congo, Gabon, Namibia, Zambia, Zimbabwe). The project manager confirmed that the scope was reduced to five countries during the early stage of the project implementation.

identify innovative solutions for securing landscapes for the benefit of both elephants and people. The project's objective was to ensure "future security and wellbeing of people, elephants and other wildlife in key coexistence landscapes in Africa" (ProDoc, 2019).

5. The core problem that the ACL project sought to address was the ongoing degradation, fragmentation and loss of natural landscapes in sub-Saharan Africa, which is impacting on the survival of African elephants and other wildlife, as well as on the livelihoods of the human communities that cohabit these landscapes. The underlying cause of this degradation and loss was identified as the intensifying human development drivers, and incentives (such as increased demand for agricultural production) were currently predisposed towards land-use and development choices that are incompatible with the maintenance of wildlife populations, habitats and corridors. Understanding these human development drivers and incentives and ultimately addressing these issues was therefore central to the ACL problem analysis.
6. The ACL project focused on two key conservation landscapes of global conservation significance in sub-Saharan Africa, namely, the Kavango Zambezi Transfrontier Conservation Area (KAZA-TFCA) in Southern Africa, and the Tri-national Dja-Odzala-Minkebe and Tri-national de la Sangha (TRIDOM-TNS) in Central Africa.

250.

3. Project Results Framework³³

7. The ACL project intervention strategy built on the problem analysis and nested under the Theory of Change (ToC) of the UNEP's "Landscapes, Wildlife & People (LWP) Framework" project, which was implemented in 2018-2021. The ACL project aimed to secure the future viability of critical African natural landscapes to achieve both development and conservation goals in harmony (key coexistence landscapes) to ensure the future wellbeing of both wildlife and people.
8. The ultimate **Impact** of the ACL project was to ensure future security and wellbeing of people, elephants and other wildlife in key African coexistence landscapes (ProDoc, 2019).
9. The **Intermediate State** that the ACL project planned to contribute towards the achievement of the desired Impact was: "International, national and landscape level policy and planning processes increasingly favour land-use and economic development that is compatible with wildlife needs and landscape conservation" (ProDoc, 2019).
10. Table 2 below summarizes the project outcome and outputs as presented in the UNEP Logical Framework in the 2nd Revision of the ProDoc (approved in October 2022). This evaluation will assess the project's performance based on the latest formal revision of the project's intended results (Project Revision 2).

³³ Note: the project's effect on equality (i.e. promoting human rights, gender equality and inclusion of those living with disabilities and/or belonging to marginalised/vulnerable groups) should be included within the TOC as a general driver or assumption where there is no dedicated result within the results framework. If an explicit commitment on this topic is made within the project document, then the driver/assumption should also be specific to the described intentions.

Table 2. Logical Framework (source: ProDoc, 2nd Revision)

	Project Document (as at Revision 2)
Outcome 1	National-level policymakers responsible for the pilot landscapes endorse the use of systemic approaches to understand the conservation and development challenges impacting coexistence landscapes, and are working to incorporate these in national policy and planning frameworks.
Output 1	Information on current and emerging drivers of land-use transformation processes in target landscapes analysed, and sectoral, conceptual models developed in stakeholder workshops and shared with them.
Output 2	Cross-sectoral and transboundary trade-off dialogues concerning major landscape drivers and policy change agendas collaboratively developed by sectoral stakeholders in selected key coexistence landscapes and disseminated.
Output 3	International, regional and national information, policy, decision-making and investment mechanisms are informed concerning key co-existence landscape drivers, modelling tools and policy agendas.

4. Executing Arrangements

11. The UNEP Biodiversity, People and Landscapes Unit (formerly known as the Wildlife Unit), part of the Biodiversity and Land Branch of the Ecosystems Division, was responsible for the implementation and execution of the ACL project. Only one Small Scale Funding Agreement was issued to an implementing partner, namely Nova University Lisbon. The project team held weekly meetings, which included the key project team members, throughout the duration of the project. The project was overseen by the Chief of the Biodiversity and Land Branch, the Executive Director of the KAZA Secretariat and the Head of the Systems Dynamics Group at the University of Bergen, Norway, who held several online meetings. Other than this, there was no formal steering committee.

5. Project Cost and Financing

12. The ACL project was financed by the European Union under the Environment and Natural Resources Thematic Programme - Strategic Cooperation Agreement (ENRTP-SCA) 2011-2022. The European Union provided an initial contribution of EUR 1,413,000. The initial total project planned budget was EUR 1,834,930 (ProDoc 2019).

Table 3: budget summary (USD) (source: Project Revision 2)

TYPE OF FUNDING	SOURCE OF FUNDING	Details	Total	
CASH	Environment Fund activity budget		0	
	Regular Budget activity budget		0	
	Extra budgetary Funding (posts + non-post+PMC)	EC DG DEVCO GPGC		1,685,439
		Norway		58,320
		PSC on Secured funds		109,163
		Other posts		-
		XB Sub-total		1,852,922
	SUB-TOTAL		1,852,922	
TOTAL PROJECT PLANNED BUDGET (without EF & RB posts)				
In Kind EF & RB Posts	Environment Fund post costs		174,087	
	Regular Budget post costs		-	
TOTAL PROJECT PLANNED BUDGET				
	Funding secured		100%	
	Allocation to Regional Offices		0%	

6. Implementation Issues

13. According to Project Revision 1 (January 2021), the impossibility of international travel resulting from the COVID-19 pandemic led to significant delays in the project implementation, for instance, initiating the stakeholder-driven modelling process in the Central Africa site (Output 1), as well as in model validation (Output 1), policy dialogues

(Output 2) and international showcasing of the model (Output 3) for the KAZA Landscape. While the inception and modelling workshops in Southern Africa were conducted in person, follow up sessions for model validation, sensitization of wildlife directors and UN country teams were conducted online. It was not possible to conduct the inception or modelling work in Central Africa in person, and all interactions with experts and stakeholders were done online.

14. As the pandemic affected several projects included in the ENRTP-SCA (2011-2022), the Directorate-General Development and Cooperation of the European Union (DG-DEVCO) agreed to a one-year extension of this project. The impossibility of conducting meetings due to COVID-19 travel restrictions also resulted in increased overall staff costs. As a result, DG-DEVCO allocated additional funds to the project (EUR 180,000, equivalent to USD 196,937 at a rate of USD 1 = EUR 0.914).
15. The first Project Revision (approved in January 2021) extended the project duration by 12 months until 30 November 2021. Few changes to the project Logframe were introduced with the first Project Revision, namely, on some outcome/output indicator targets. For example, the first and second indicator targets of Output 2 were revised downwards from 5 to 2 and from 15 to 10 respectively. Moreover, through the first Project Revision, the implementation modalities of several of the planned activities were revised by being entirely implemented in-house rather than through implementing partners.
16. The second Project Revision (approved in October 2022) consisted of a no-cost extension until 31 October 2022 to complete the project activities that were delayed due to the COVID-19 pandemic. No changes to the project Logframe were introduced. As the pandemic affected several projects included in the ENRTP-SCA, DG-DEVCO agreed on an additional one-year no-cost extension of the Contribution Agreement until December 2022.
17. In October 2022, DG-DEVCO granted a one-month no-cost extension to the project until 30 November 2022.
18. No mid-term review or evaluation of the ACL project was conducted.

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Section 2. OBJECTIVE AND SCOPE OF THE EVALUATION

7. Objective of the Evaluation

19. In line with the UNEP Evaluation Policy³⁴ and the UNEP Programme Manual³⁵, the Terminal Evaluation is undertaken at operational 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 operational improvement, learning and knowledge sharing through results and lessons learned among UNEP, the Secretariat of the Kavango-Zambezi Transfrontier

³⁴ <https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies>

³⁵ <https://wecollaborate.unep.org>

Conservation Area (KAZA) and the University of Bergen (Norway). Therefore, the Evaluation will identify lessons of operational relevance for future project formulation and implementation, especially where a second phase of the project is being considered. Recommendations relevant to the whole house may also be identified during the evaluation process.

8. Key Evaluation Principles

20. Evaluation findings and judgements will be based on **sound evidence and analysis**, clearly documented in the Evaluation Report. Information will be triangulated (i.e. verified from different sources) as far as possible, and when verification is not possible, the single source will be mentioned (whilst anonymity is still protected). Analysis leading to evaluative judgements should always be clearly spelled out.
21. **The “Why?” Question.** As this is a Terminal Evaluation and a follow-up project has been approved in principle by GEF in Zimbabwe, and KAZA is keen to expand the ACL approach to other parts of the KAZA landscape, particular attention will be given to learning from the experience. Therefore, the “why?” question should be at the front of the consultants’ minds all through the evaluation exercise and is supported by the use of a theory of change approach. This means that the consultant(s) 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. what contributed to the achievement of the project’s results). This should provide the basis for the lessons that can be drawn from the project.
22. **Attribution, Contribution and Credible Association:** In order to *attribute* any outcomes and impacts to a project intervention, one needs to consider the difference between what has happened with, and what would have happened without, the project (i.e. take account of changes over time and between contexts in order to isolate the effects of an intervention). This requires appropriate baseline data and the identification of a relevant counterfactual, both of which are frequently not available for evaluations. Establishing the *contribution* made by a project in a complex change process relies heavily on prior intentionality (e.g. approved project design documentation, logical framework) and the articulation of causality (e.g. narrative and/or illustration of the Theory of Change). Robust evidence that a project was delivered as designed and that the expected causal pathways developed supports claims of contribution and this is strengthened where an alternative theory of change can be excluded. A *credible association* between the implementation of a project and observed positive effects can be made where a strong causal narrative, although not explicitly articulated, can be inferred by the chronological sequence of events, active involvement of key actors and engagement in critical processes.
23. **Communicating evaluation results.** A key aim of the Evaluation is to encourage reflection and learning by UNEP staff and key project stakeholders. The consultant(s) should consider how reflection and learning can be promoted, both through the evaluation process and in the communication of evaluation findings and key lessons. Clear and concise writing is required on all evaluation deliverables. Draft and final versions of the Main Evaluation Report will be shared with key stakeholders by the Evaluation Manager. There may, however, be several intended audiences, each with different interests and needs regarding the report. The consultant(s) will plan with the Evaluation Manager which audiences to target and the easiest and clearest way to communicate the key evaluation findings and lessons to them. This may include some, or all, of the following; a webinar, conference calls with relevant stakeholders, the preparation of an Evaluation Brief or interactive presentation.

9. Key Strategic Questions

24. In addition to the evaluation criteria outlined in Section 10 below, the Evaluation will address the **strategic questions** listed below. These are questions of interest to UNEP and to which the project is believed to be able to make a substantive contribution:
- b) To what extent was the project approach successful in ensuring coexistence between people and wildlife (achieve human development and wildlife conservation goals in harmony) in the two targeted key coexistence landscapes³⁶?
 - c) Since other projects under the UNEP's Landscapes, Wildlife & People (LWP) Framework project were not initiated eventually, to what extent did the ACL project contribute to the Theory of Change (ToC) of LWP Framework project?
 - d) In light of the fact in three project countries (Cameroon, Central African Republic and the Republic of Congo) activities (e.g. workshops) were implemented online, was there a significant variation of results achieved in these countries compared to the other two (Botswana and Zimbabwe), due to the different project implementation modality (in person and not)?
 - e) What changes were made to adapt to the effects of COVID-19, and how might any changes have affected the project's performance?

10. Evaluation Criteria

25. All evaluation criteria will be rated on a six-point scale. Sections A-I below, outline the scope of the criteria. A weightings table in excel format will be provided by the Evaluation Manager to support the determination of an overall project rating. The set of evaluation criteria are grouped in nine categories: (A) Strategic Relevance; (B) Quality of Project Design; (C) Nature of External Context; (D) Effectiveness, which comprises assessments of the availability of outputs, achievement of outcomes and likelihood of impact; (E) Financial Management; (F) Efficiency; (G) Monitoring and Reporting; (H) Sustainability; and (I) Factors Affecting Project Performance. The Evaluation Consultant(s) can propose other evaluation criteria as deemed appropriate.

A. Strategic Relevance

26. The Evaluation will assess the extent to which the activity is suited to the priorities and policies of the donors, implementing regions/countries and the target beneficiaries. The Evaluation will include an assessment of the project's relevance in relation to UNEP's mandate and its alignment with UNEP's policies and strategies at the time of project approval. Under strategic relevance an assessment of the complementarity of the project with other interventions addressing the needs of the same target groups will be made. This criterion comprises four elements:
- iii. Alignment to the UNEP Medium Term Strategy³⁷ (MTS), Programme of Work (POW) and Strategic Priorities
27. The Evaluation should assess the project's alignment with the MTS and POW under which the project was approved and include, in its narrative, reflections on the scale

³⁶ This question will be addressed under the 'likelihood of impact' evaluation criterion

³⁷ UNEP's Medium Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes. <https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents>

and scope of any contributions made to the planned results reflected in the relevant MTS and POW. UNEP strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building³⁸ (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology and knowledge between developing countries.

iv. Alignment to Donor/Partner Strategic Priorities

28. Donor strategic priorities will vary across interventions. The Evaluation will assess the extent to which the project is suited to, or responding to, donor priorities. In some cases, alignment with donor priorities may be a fundamental part of project design and grant approval processes while in others, for example, instances of 'softly-earmarked' funding, such alignment may be more of an assumption that should be assessed.

v. Relevance to Global, Regional, Sub-regional and National Environmental Priorities

29. The Evaluation will assess the alignment of the project with global priorities such as the SDGs and Agenda 2030. The extent to which the intervention is suited, or responding to, the stated environmental concerns and needs of the countries, sub-regions or regions where it is being implemented will be considered. Examples may include: UN Development Assistance Frameworks (UNDAF) or national or sub-national development plans, poverty reduction strategies or Nationally Appropriate Mitigation Action (NAMA) plans or regional agreements etc. Within this section consideration will be given to whether the needs of all beneficiary groups are being met and reflects the current policy priority to leave no one behind.

vi. Complementarity with Relevant Existing Interventions/Coherence³⁹

30. An assessment will be made of how well the project, either at design stage or during the project inception or mobilization⁴⁰, took account of ongoing and planned initiatives (under the same sub-programme, other UNEP sub-programmes, or being implemented by other agencies within the same country, sector or institution) that address similar needs of the same target groups. The Evaluation will consider if the project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort. Examples may include UNDAFs or One UN programming. Linkages with other interventions should be described and instances where UNEP's comparative advantage has been particularly well applied should be highlighted.

Factors affecting this criterion may include:

- Stakeholders' participation and cooperation
- Responsiveness to human rights and gender equality
- Country ownership and driven-ness

³⁸ <http://www.unep.fr/ozonaction/about/bsp.htm>

³⁹ This sub-category is consistent with the new criterion of 'Coherence' introduced by the OECD-DAC in 2019.

⁴⁰ A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

B. Quality of Project Design

31. The quality of project design is assessed using an agreed template during the evaluation inception phase, ratings are attributed to identified criteria and an overall Project Design Quality rating is established. The complete Project Design Quality template should be annexed in the Evaluation Inception Report. Later, the overall Project Design Quality rating⁴¹ should be entered in the final evaluation ratings table (as item B) in the Main Evaluation Report and a summary of the project's strengths and weaknesses at design stage should be included within the body of the report.

Factors affecting this criterion may include (at the design stage):

- Stakeholders participation and cooperation
- Responsiveness to human rights and gender equality

C. Nature of External Context

- 1) At evaluation inception stage a rating is established for the project's external operating context (considering the prevalence of conflict, natural disasters and political upheaval⁴²). This rating is entered in the final evaluation ratings table as item C. Where a project has been rated as facing either an Unfavourable or Highly Unfavourable external operating context, and/or a negative external event has occurred during project implementation, the ratings for Effectiveness, Efficiency and/or Sustainability may be increased at the discretion of the Evaluation Consultant and Evaluation Manager together. A justification for such an increase must be given.

D. Effectiveness

i. Availability of Outputs⁴³

32. The Evaluation will assess the project's success in producing the programmed outputs and making them available to the intended beneficiaries as well as its success in achieving milestones as per the project design document (ProDoc). Any formal modifications/revisions made during project implementation will be considered part of the project design. Where the project outputs are inappropriately or inaccurately stated in the ProDoc, reformulations may be necessary in the reconstruction of the Theory of Change (TOC). In such cases a table should be provided showing the original and the reformulation of the outputs for transparency. The availability of outputs will be assessed in terms of both quantity and quality, and the assessment will consider their ownership by, and usefulness to, intended beneficiaries and the timeliness of their provision. It is noted that emphasis is placed on the performance of those outputs that are most important to achieve outcomes. The Evaluation will briefly explain the reasons behind the success or shortcomings of the project in delivering its programmed outputs and meeting expected quality standards.

Factors affecting this criterion may include:

- Preparation and readiness

⁴¹ In some instances, based on data collected during the evaluation process, the assessment of the project's design quality may change from Inception Report to Main Evaluation Report.

⁴² Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management by the project team. From March 2020 this should include the effects of COVID-19.

⁴³ Outputs are the availability (for intended beneficiaries/users) of new products and services and/or gains in knowledge, abilities and awareness of individuals or within institutions (UNEP, 2019)

- Quality of project management and supervision⁴⁴

ii. Achievement of Project Outcomes⁴⁵

33. The achievement of project outcomes is assessed as performance against the project outcomes as defined in the reconstructed⁴⁶ Theory of Change. These are outcomes that are intended to be achieved by the end of the project timeframe and within the project's resource envelope. Emphasis is placed on the achievement of project outcomes that are most important for attaining intermediate states. As with outputs, a table can be used where substantive amendments to the formulation of project outcomes is necessary to allow for an assessment of performance. The Evaluation should report evidence of attribution between UNEP's intervention and the project outcomes. In cases of normative work or where several actors are collaborating to achieve common outcomes, evidence of the nature and magnitude of UNEP's 'substantive contribution' should be included and/or 'credible association' established between project efforts and the project outcomes realised.

Factors affecting this criterion may include:

- Quality of project management and supervision
- Stakeholders' participation and cooperation
- Responsiveness to human rights and gender equality
- Communication and public awareness

iii. Likelihood of Impact

34. Based on the articulation of long-lasting effects in the reconstructed TOC (*i.e. from project outcomes, via intermediate states, to impact*), the Evaluation will assess the likelihood of the intended, positive impacts becoming a reality. Project objectives or goals should be incorporated in the TOC, possibly as intermediate states or long-lasting impacts. The Evaluation Office's approach to the use of TOC in project evaluations is outlined in a guidance note available and is supported by an excel-based flow chart, 'Likelihood of Impact Assessment Decision Tree'. Essentially the approach follows a 'likelihood tree' from project outcomes to impacts, taking account of whether the assumptions and drivers identified in the reconstructed TOC held. Any unintended positive effects should also be identified and their causal linkages to the intended impact described.

35. The Evaluation will also consider the likelihood that the intervention may lead, or contribute to, unintended negative effects (e.g. will vulnerable groups such as those living with disabilities and/or women and children, be disproportionately affected by the project?). Some of these potential negative effects may have been identified in the project design as risks or as part of the analysis of Environmental and Social Safeguards.

⁴⁴ 'Project management and supervision' refers to the supervision and guidance provided by UNEP to implementing partners and national governments.

⁴⁵ Outcomes are the use (*i.e. uptake, adoption, application*) of an output by intended beneficiaries, observed as changes in institutions or behavior, attitude or condition (UNEP, 2019)

⁴⁶ All submitted UNEP project documents are required to present a Theory of Change. The level of 'reconstruction' needed during an evaluation will depend on the quality of this initial TOC, the time that has lapsed between project design and implementation (which may be related to securing and disbursing funds) and the level of any formal changes made to the project design.

36. The Evaluation will consider the extent to which the project has played a catalytic role⁴⁷ or has promoted scaling up and/or replication as part of its Theory of Change (either explicitly as in a project with a demonstration component or implicitly as expressed in the drivers required to move to outcome levels) and as factors that are likely to contribute to greater or long-lasting impact.
37. Ultimately UNEP and all its partners aim to bring about benefits to the environment and human well-being. Few projects are likely to have impact statements that reflect such long-lasting or broad-based changes. However, the Evaluation will assess the likelihood of the project to make a substantive contribution to the long-lasting changes represented by the Sustainable Development Goals, and/or the intermediate-level results reflected in UNEP's Expected Accomplishments and the strategic priorities of funding partner(s).

Factors affecting this criterion may include:

- Quality of Project Management and Supervision (including adaptive management)
- Stakeholders participation and cooperation
- Responsiveness to human rights and gender equality
- Country ownership and driven-ness
- Communication and public awareness

E. Financial Management

38. Financial management will be assessed under three themes: *adherence* to UNEP's financial policies and procedures, *completeness* of financial information and *communication* between financial and project management staff. The Evaluation will establish the actual spend across the life of the project of funds secured from all donors. This expenditure will be reported, where possible, at output/component level and will be compared with the approved budget. The Evaluation will verify the application of proper financial management standards and adherence to UNEP's financial management policies. Any financial management issues that have affected the timely delivery of the project or the quality of its performance will be highlighted. The Evaluation will record where standard financial documentation is missing, inaccurate, incomplete or unavailable in a timely manner. The Evaluation will assess the level of communication between the Project Manager and the Fund Management Officer as it relates to the effective delivery of the planned project and the needs of a responsive, adaptive management approach.

Factors affecting this criterion may include:

- Preparation and readiness
- Quality of project management and supervision

⁴⁷ The terms catalytic effect, scaling up and replication are inter-related and generally refer to extending the coverage or magnitude of the effects of a project. Catalytic effect is associated with triggering additional actions that are not directly funded by the project – these effects can be both concrete or less tangible, can be intentionally caused by the project or implied in the design and reflected in the TOC drivers, or can be unintentional and can rely on funding from another source or have no financial requirements. Scaling up and Replication require more intentionality for projects, or individual components and approaches, to be reproduced in other similar contexts. Scaling up suggests a substantive increase in the number of new beneficiaries reached/involved and may require adapted delivery mechanisms while Replication suggests the repetition of an approach or component at a similar scale but among different beneficiaries. Even with highly technical work, where scaling up or replication involves working with a new community, some consideration of the new context should take place and adjustments made as necessary.

F. Efficiency

39. Under the efficiency criterion, the Evaluation will assess the extent to which the project delivered maximum results from the given resources. This will include an assessment of the cost-effectiveness and timeliness of project execution.
40. Focussing on the translation of inputs into outputs, *cost-effectiveness* is the extent to which an intervention has achieved, or is expected to achieve, its results at the lowest possible cost. *Timeliness* refers to whether planned activities were delivered according to expected timeframes as well as whether events were sequenced efficiently. The Evaluation will also assess to what extent any project extension could have been avoided through stronger project management and identify any negative impacts caused by project delays or extensions. The Evaluation will describe any cost or time-saving measures put in place to maximise results within the secured budget and agreed project timeframe and consider whether the project was implemented in the most efficient way compared to alternative interventions or approaches.
41. The Evaluation will give special attention to efforts made by the project teams during project implementation to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities⁴⁸ with other initiatives, programmes and projects etc. to increase project efficiency.
42. The factors underpinning the need for any project extensions will also be explored and discussed. As management or project support costs cannot be increased in cases of 'no cost extensions', such extensions represent an increase in unstated costs to implementing parties.

Factors affecting this criterion may include:

- Preparation and readiness (e.g. timeliness)
- Quality of project management and supervision
- Stakeholders participation and cooperation

G. Monitoring and Reporting

43. The Evaluation will assess monitoring and reporting across three sub-categories: monitoring design and budgeting, monitoring implementation and project reporting.
- i. Monitoring Design and Budgeting
44. Each project should be supported by a sound monitoring plan that is designed to track progress against SMART⁴⁹ results towards the provision of the project's outputs and achievement of project outcomes, including at a level disaggregated by gender, marginalisation or vulnerability, including those living with disabilities. In particular, the Evaluation will assess the relevance and appropriateness of the project indicators as well as the methods used for tracking progress against them as part of conscious results-based management. The Evaluation will assess the quality of the design of the monitoring plan as well as the funds allocated for its implementation. The adequacy of resources for Mid-Term and Terminal Evaluation/Review should be discussed if applicable.

⁴⁸ Complementarity with other interventions during project design, inception or mobilization is considered under Strategic Relevance above.

⁴⁹ SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable.

ii. Monitoring of Project Implementation

45. The Evaluation will assess whether the monitoring system was operational and facilitated the timely tracking of results and progress towards projects objectives throughout the project implementation period. This assessment will include consideration of whether the project gathered relevant and good quality baseline data that is accurately and appropriately documented. This should include monitoring the representation and participation of disaggregated groups, including gendered, marginalised or vulnerable groups, such as those living with disabilities, in project activities. It will also consider the quality of the information generated by the monitoring system during project implementation and how it was used to adapt and improve project execution, achievement of outcomes and ensure sustainability. The Evaluation should confirm that funds allocated for monitoring were used to support this activity.

iii. Project Reporting

46. UNEP has a centralised Project Information Management System (PIMS) in which project managers upload six-monthly progress reports against agreed project milestones. This information will be provided to the Evaluation Consultant(s) by the Evaluation Manager. Some projects have additional requirements to report regularly to funding partners, which will be supplied by the project team. The Evaluation will assess the extent to which both UNEP and donor reporting commitments have been fulfilled. Consideration will be given as to whether reporting has been carried out with respect to the effects of the initiative on disaggregated groups.

Factors affecting this criterion may include:

- Quality of project management and supervision
- Responsiveness to human rights and gender equality (e.g disaggregated indicators and data)

H. Sustainability

47. Sustainability⁵⁰ is understood as the probability of the benefits derived from the achievement of project outcomes being maintained and developed after the close of the intervention. The Evaluation will identify and assess the key conditions or factors that are likely to undermine or contribute to the endurance of achieved project outcomes (i.e. 'assumptions' and 'drivers'). Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. Where applicable an assessment of bio-physical factors that may affect the sustainability of project outcomes may also be included.

i. Socio-political Sustainability

48. The Evaluation will assess the extent to which social or political factors support the continuation and further development of the benefits derived from project outcomes. It will consider the level of ownership, interest and commitment among government and other stakeholders to take the project achievements forwards. In particular the

⁵⁰ As used here, 'sustainability' means the long-lasting maintenance of outcomes and consequent impacts, whether environmental or not. This is distinct from the concept of sustainability in the terms 'environmental sustainability' or 'sustainable development', which imply 'not living beyond our means' or 'not diminishing global environmental benefits' (GEF STAP Paper, 2019, Achieving More Enduring Outcomes from GEF Investment)

Evaluation will consider whether individual capacity development efforts are likely to be sustained.

ii. Financial Sustainability

49. Some project outcomes, once achieved, do not require further financial inputs, e.g. the adoption of a revised policy. However, in order to derive a benefit from this outcome further management action may still be needed e.g. to undertake actions to enforce the policy. Other project outcomes may be dependent on a continuous flow of action that needs to be resourced for them to be maintained, e.g. continuation of a new natural resource management approach. The Evaluation will assess the extent to which project outcomes are dependent on future funding for the benefits they bring to be sustained. Secured future funding is only relevant to financial sustainability where a project's outcomes have been extended into a future project phase. Even where future funding has been secured, the question still remains as to whether the project outcomes are financially sustainable.

iii. Institutional Sustainability

50. The Evaluation will assess the extent to which the sustainability of project outcomes (especially those relating to policies and laws) is dependent on issues relating to institutional frameworks and governance. It will consider whether institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. are robust enough to continue delivering the benefits associated with the project outcomes after project closure. In particular, the Evaluation will consider whether institutional capacity development efforts are likely to be sustained.

Factors affecting this criterion may include:

- Stakeholders participation and cooperation
- Responsiveness to human rights and gender equality (e.g. where interventions are not inclusive, their sustainability may be undermined)
- Communication and public awareness
- Country ownership and driven-ness

I. Factors Affecting Project Performance and Cross-Cutting Issues

51. (These factors are rated in the ratings table but are discussed within the Main Evaluation Report as cross-cutting themes as appropriate under the other evaluation criteria, above. If these issues have not been addressed under the evaluation criteria above, then independent summaries of their status within the evaluated project should be given.)

i. Preparation and Readiness

52. This criterion focuses on the inception or mobilisation stage of the project (i.e. the time between project approval and first disbursement). The Evaluation will assess whether appropriate measures were taken to either address weaknesses in the project design or respond to changes that took place between project approval, the securing of funds and project mobilisation. In particular the Evaluation will consider the nature and quality of engagement with stakeholder groups by the project team, the confirmation of partner capacity and development of partnership agreements as well as initial staffing and financing arrangements. *(Project preparation is included in the template for the assessment of Project Design Quality).*

ii. Quality of Project Management and Supervision

53. In some cases 'project management and supervision' may refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, it may refer to the project management performance of an implementing partner and the technical backstopping and supervision provided by UNEP. The performance of parties playing different roles should be discussed and a rating provided for both types of supervision (UNEP/Implementing Agency; Partner/Executing Agency) and the overall rating for this sub-category established as a simple average of the two.

54. The Evaluation will assess the effectiveness of project management with regard to: providing leadership towards achieving the planned outcomes; managing team structures; maintaining productive partner relationships (including Steering Groups etc.); maintaining project relevance within changing external and strategic contexts; communication and collaboration with UNEP colleagues; risk management; use of problem-solving; project adaptation and overall project execution. Evidence of adaptive management should be highlighted.

iii. Stakeholder Participation and Cooperation

55. Here the term 'stakeholder' should be considered in a broad sense, encompassing all project partners, duty bearers with a role in delivering project outputs and target users of project outputs and any other collaborating agents external to UNEP and the implementing partner(s). The assessment will consider the quality and effectiveness of all forms of communication and consultation with stakeholders throughout the project life and the support given to maximise collaboration and coherence between various stakeholders, including sharing plans, pooling resources and exchanging learning and expertise. The inclusion and participation of all differentiated groups, including gender groups should be considered.

iv. Responsiveness to Human Rights and Gender Equality

56. The Evaluation will ascertain to what extent the project has applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People. Within this human rights context the Evaluation will assess to what extent the intervention adheres to UNEP's Policy and Strategy for Gender Equality and the Environment⁵¹.

57. In particular the Evaluation will consider to what extent project implementation and monitoring have taken into consideration: (i) possible inequalities (especially those related to gender) in access to, and the control over, natural resources; (ii) specific vulnerabilities of disadvantaged groups (especially women, youth and children and those living with disabilities) to environmental degradation or disasters; and (iii) the role of disadvantaged groups (especially those related to gender) in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation.

⁵¹ The Evaluation Office notes that Gender Equality was first introduced in the Project Review Committee Checklist in 2010 and, therefore, provides a criterion rating on gender for projects approved from 2010 onwards. Equally, it is noted that policy documents, operational guidelines and other capacity building efforts have only been developed since then and have evolved over time. https://wedocs.unep.org/bitstream/handle/20.500.11822/7655/-Gender_equality_and_the_environment_Policy_and_strategy-2015Gender_equality_and_the_environment_policy_and_strategy.pdf.pdf?sequence=3&isAllowed=y

v. Environmental and Social Safeguards

58. UNEP projects address environmental and social safeguards primarily through the process of environmental and social screening at the project approval stage, risk assessment and management (avoidance, minimization, mitigation or, in exceptional cases, offsetting) of potential environmental and social risks and impacts associated with project and programme activities. The Evaluation will confirm whether UNEP requirements⁵² were met to: *review* risk ratings on a regular basis; *monitor* project implementation for possible safeguard issues; *respond* (where relevant) to safeguard issues through risk avoidance, minimization, mitigation or offsetting and *report* on the implementation of safeguard management measures taken. UNEP requirements for proposed projects to be screened for any safeguarding issues; for sound environmental and social risk assessments to be conducted and initial risk ratings to be assigned, are evaluated above under Quality of Project Design).

59. The Evaluation will also consider the extent to which the management of the project minimised UNEP's environmental footprint.

vi. Country Ownership and Driven-ness

60. The Evaluation will assess the quality and degree of engagement of government / public sector agencies in the project. While there is some overlap between Country Ownership and Institutional Sustainability, this criterion focuses primarily on the forward momentum of the intended projects results, i.e. either a) moving forwards from outputs to project outcomes or b) moving forward from project outcomes towards intermediate states. The Evaluation will consider the engagement not only of those directly involved in project execution and those participating in technical or leadership groups, but also those official representatives whose cooperation is needed for change to be embedded in their respective institutions and offices (e.g. representatives from multiple sectors or relevant ministries beyond Ministry of Environment). This factor is concerned with the level of ownership generated by the project over outputs and outcomes and that is necessary for long-lasting impact to be realised. Ownership should extend to all gender and marginalised groups.

vii. Communication and Public Awareness

61. The Evaluation will assess the effectiveness of: a) communication of learning and experience sharing between project partners and interested groups arising from the project during its life and b) public awareness activities that were undertaken during the implementation of the project to influence attitudes or shape behaviour among wider communities and civil society at large. The Evaluation should consider whether existing communication channels and networks were used effectively, including meeting the differentiated needs of gendered or marginalised groups, and whether any feedback channels were established. Where knowledge sharing platforms have been established under a project the Evaluation will comment on the sustainability of the communication channel under either socio-political, institutional or financial sustainability, as appropriate.

⁵² For the review of project concepts and proposals, the Safeguard Risk Identification Form (SRIF) was introduced in 2019 and replaced the Environmental, Social and Economic Review note (ESERN), which had been in place since 2016. In GEF projects safeguards have been considered in project design since 2011.

Section 3. EVALUATION APPROACH, METHODS AND DELIVERABLES

62. The Terminal Evaluation 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 as appropriate to determine project achievements against the expected outputs, outcomes and impacts. It is highly recommended that the consultant(s) maintains close communication with the project team and promotes information exchange throughout the Evaluation implementation phase in order to increase their (and other stakeholder) ownership of the evaluation findings. Where applicable, the consultant(s) will provide a geo-referenced map that demarcates the area covered by the project and, where possible, provide geo-reference photographs of key intervention sites (e.g. sites of habitat rehabilitation and protection, pollution treatment infrastructure, etc.)

63. The findings of the Evaluation will be based on the following

f) A desk review of:

- Relevant background documentation, inter alia: ACL project documentation;
- Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), the logical framework and its budget;
- Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence etc.;
- Project deliverables:
 - KAZA Inception meeting report
 - HKC (KAZA) Modelling workshop report
 - Integrated KAZA model
 - Integrated TNS model
 - Policy dialogues report and policy agendas
 - ACL website
- Evaluations/reviews of similar projects.

g) **Interviews** (individual or in group) with:

- UNEP Project Manager (PM);
- Project management team, where appropriate;
- UNEP Fund Management Officer (FMO);
- Project partners, including:
 - KAZA Secretariat
 - University of Bergen
 - Nova University Lisbon
 - Government of Zimbabwe
 - Government of Botswana
- UNEP Sub-Programme Coordinator;
- Relevant resource persons;
- Representatives from civil society and specialist groups (such as women's, farmers and trade associations etc).

h) **Surveys:** as will be deemed appropriate by the evaluator.

i) **Field visits:** to be determined during the evaluation inception phase.

j) **Other data collection tools:** as will be deemed appropriate by the evaluator.

11. Evaluation Deliverables and Review Procedures

64. The Evaluation Consultant will prepare:
65. **Inception Report:** (see Annex 1 for a list of all templates, tables and guidance notes) containing an assessment of project design quality, a draft reconstructed Theory of Change of the project, project stakeholder analysis, evaluation framework and a tentative evaluation schedule.
66. **Preliminary Findings:** typically in the form of a PowerPoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings. In the case of highly strategic project/portfolio evaluations or evaluations with an Evaluation Reference Group, the preliminary findings may be presented as a word document for review and comment.
67. **Draft and Final Evaluation Report:** containing an executive summary that can act as a stand-alone document; detailed analysis of the evaluation findings organised by evaluation criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.
68. An **Evaluation Brief** (a 2-page overview of the evaluand and evaluation findings) for wider dissemination through the UNEP website may be required. This will be discussed with the Evaluation Manager no later than during the finalization of the Inception Report.
69. **Review of the Draft Evaluation Report.** The Evaluation Consultant(s) will submit a draft report to the Evaluation Manager and revise the draft in response to their comments and suggestions. Once a draft of adequate quality has been peer-reviewed and accepted, the Evaluation Manager will share the cleared draft report with the Project Manager/Implementing Partner, who will alert the Evaluation Manager in case the report contains any blatant factual errors. The Evaluation Manager will then forward the revised draft report (corrected by the Evaluation Consultant(s) where necessary) to other project stakeholders, for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions as well as providing feedback on the proposed recommendations and lessons. Any comments or responses to draft reports will be sent to the Evaluation Manager for consolidation. The Evaluation Manager will provide all comments to the Evaluation Consultant(s) for consideration in preparing the final report, along with guidance on areas of contradiction or issues requiring an institutional response.
70. Based on a careful review of the evidence collated by the Evaluation Consultant(s) and the internal consistency of the report, the Evaluation Manager will provide an assessment of the ratings in the final Main Evaluation Report. Where there are differences of opinion between the evaluator and the Evaluation Manager on project ratings, both viewpoints will be clearly presented in the final report. The Evaluation Office ratings will be considered the final ratings for the project.
71. The Evaluation Manager will prepare a **quality assessment** of the first draft of the Main Evaluation Report, which acts as a tool for providing structured feedback to the Evaluation Consultant(s). The quality of the final report will be assessed and rated

against the criteria specified in template listed in Annex 1 and this assessment will be appended to the Final Evaluation Report.

72. At the end of the evaluation process, the Evaluation Office will prepare a **Recommendations Implementation Plan** in the format of a table, to be completed and updated at regular intervals by the Project Manager. The Evaluation Office will track compliance against this plan on a six-monthly basis for a maximum of 12 months.

12. The Evaluation Consultant

73. For this Evaluation, the Evaluation Consultant will work under the overall responsibility of the Evaluation Office represented by an Evaluation Manager (Fabio Fisicaro), in consultation with the UNEP Project Manager (Julian Blanc), Fund Management Officer (Martin Okun), and the Sub-programme Coordinators of the Healthy and Productive Ecosystems (Marieta Sakalian), now Nature Action Sub-programme in the UNEP Medium-Term Strategy 2022-2025. The consultant will liaise with the Evaluation Manager on any procedural and methodological matters related to the Evaluation, including travel. It is, however, each consultants' individual responsibility (where applicable) to arrange for their visas and immunizations as well as to plan meetings with stakeholders, organize online surveys, obtain documentary evidence and any other logistical matters related to the assignment. The UNEP Project Manager and project team will, where possible, provide logistical support (introductions, meetings etc.) allowing the consultants to conduct the Evaluation as efficiently and independently as possible.
74. The Evaluation Consultant will be hired over a period of 7 months (1 January 2023 to 31 July 2023) and should have the following: a university degree in environmental sciences, international development or other relevant political or social sciences area is required and an advanced degree in the same areas is desirable; a minimum of 7 years of technical/evaluation experience is required, preferably including evaluating large, regional or global programmes and using a Theory of Change approach; and a good/broad understanding of wildlife and ecosystems management is required. English and French are the working languages of the United Nations Secretariat. For this consultancy, fluency in oral and written English and French is a requirement. Working knowledge of the UN system and specifically the work of UNEP is an added advantage. The work will be home-based with possible field visits.
75. The Evaluation Consultant will be responsible, in close consultation with the Evaluation Office of UNEP for overall management of the Evaluation and timely provision of its outputs, described above in Section 11 Evaluation Deliverables.

FOR SINGLE CONSULTANTS

76. In close consultation with the Evaluation Manager, the Evaluation Consultant will be responsible for the overall management of the Evaluation and timely provision of its outputs, data collection and analysis and report-writing. More specifically:

Inception phase of the Evaluation, including:

- preliminary desk review and introductory interviews with project staff;
- draft the reconstructed Theory of Change of the project;
- prepare the evaluation framework;
- develop the desk review and interview protocols;

- draft the survey protocols (if relevant);
- develop and present criteria for country and/or site selection for the evaluation mission;
- plan the evaluation schedule;
- prepare the Inception Report, incorporating comments until approved by the Evaluation Manager

Data collection and analysis phase of the Evaluation, including:

- conduct further desk review and in-depth interviews with project implementing and executing agencies, project partners and project stakeholders;
- (where appropriate and agreed) conduct an evaluation mission(s) to selected countries, visit the project locations, interview project partners and stakeholders, including a good representation of local communities. Ensure independence of the Evaluation and confidentiality of evaluation interviews.
- regularly report back to the Evaluation Manager on progress and inform of any possible problems or issues encountered and;
- keep the Project Manager informed of the evaluation progress.

Reporting phase, including:

- draft the Main Evaluation Report, ensuring that the evaluation report is complete, coherent and consistent with the Evaluation Manager guidelines both in substance and style;
- liaise with the Evaluation Manager on comments received and finalize the Main Evaluation Report, ensuring that comments are taken into account until approved by the Evaluation Manager
- prepare a Response to Comments annex for the main report, listing those comments not accepted by the Evaluation Consultant and indicating the reason for the rejection; and
- (where agreed with the Evaluation Manager) prepare an Evaluation Brief (2-page summary of the evaluand and the key evaluation findings and lessons)

Managing relations, including:

- maintain a positive relationship with evaluation stakeholders, ensuring that the evaluation process is as participatory as possible but at the same time maintains its independence;
- communicate in a timely manner with the Evaluation Manager on any issues requiring its attention and intervention.

13. Schedule of the Evaluation

77. The table below presents the tentative schedule for the Evaluation.

Table 3. Tentative schedule for the Evaluation

Milestone	Tentative Dates
Evaluation Initiation Meeting	1 January 2023
Inception Report	31 January 2023
Evaluation Mission	February 2023
E-based interviews, surveys etc.	January – June 2023
Powerpoint/presentation on preliminary findings and recommendations	31 February 2023

Draft report to Evaluation Manager (and Peer Reviewer)	15 April 2023
Draft Report shared with UNEP Project Manager and team	15 May 2023
Draft Report shared with wider group of stakeholders	15 June 2023
Final Report	31 July 2023
Final Report shared with all respondents	31 July 2023

14. Contractual Arrangements

78. Evaluation Consultants will be selected and recruited by the Evaluation Office of UNEP under an individual Special Service Agreement (SSA) on a “fees only” basis (see below). By signing the service contract with UNEP/UNON, the consultant(s) certify that they have not been associated with the design and implementation of the project in any way which may jeopardize their independence and impartiality towards project achievements and project partner performance. In addition, they will not have any future interests (within six months after completion of the contract) with the project’s executing or implementing units. All consultants are required to sign the Code of Conduct Agreement Form.

79. Fees will be paid on an instalment basis, paid on acceptance by the Evaluation Manager of expected key deliverables. The schedule of payment is as follows:

Schedule of Payment for the Evaluation Consultant:

Deliverable	Percentage Payment
Approved Inception Report (as per annex document #9)	30%
Approved Draft Main Evaluation Report (as per annex document #10)	30%
Approved Final Main Evaluation Report	40%

80. Fees only contracts: Where applicable, air tickets will be purchased by UNEP and 75% of the Daily Subsistence Allowance for each authorised travel mission will be paid up front. Local in-country travel will only be reimbursed where agreed in advance with the Evaluation Manager and on the production of acceptable receipts. Terminal expenses and residual DSA entitlements (25%) will be paid after mission completion.

81. The consultant may be provided with access to UNEP’s information management systems (e.g PIMS, Anubis, Sharepoint etc) and if such access is granted, the consultant agrees not to disclose information from that system to third parties beyond information required for, and included in, the evaluation report.

82. In case the consultant is not able to provide the deliverables in accordance with these guidelines, and in line with the expected quality standards by the UNEP Evaluation Office, payment may be withheld at the discretion of the Director of the Evaluation Office until the consultant has improved the deliverables to meet UNEP’s quality standards.

83. If the consultant(s) fail to submit a satisfactory final product to UNEP in a timely manner, i.e. before 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 consultants’ fees by an amount equal to the additional costs borne by the Evaluation Office to bring the report up to standard.

ANNEX VII. QUALITY ASSESSMENT OF THE EVALUATION REPORT

Evaluand Title:

Terminal Evaluation of the UNEP project “Africa’s Coexistence Landscapes: Securing their future for people, elephants and other wildlife” (PIMS ID 2047)

All UNEP evaluations are subject to a quality assessment by the Evaluation Office. This is an assessment of the quality of the evaluation product (i.e. evaluation report) and is dependent on more than just the consultant’s efforts and skills.

	UNEP Evaluation Office Comments	Final Report Rating
Substantive Report Quality Criteria		
<p>Quality of the Executive Summary:</p> <p>The Summary should be able to stand alone as an accurate summary of the main evaluation product. It should include a concise overview of the evaluation object; clear summary of the evaluation objectives and scope; overall evaluation rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria (plus reference to where the evaluation ratings table can be found within the report); summary of the main findings of the exercise, including a synthesis of main conclusions (which include a summary response to key strategic evaluation questions), lessons learned and recommendations.</p>	<p>Final report: The executive summary provides an accurate and concise summary of the desk-based study report.</p> <p>Objectives and scope, key findings, summary responses to key strategic questions, conclusions and lessons learned are presented.</p>	5.5
<p>I. Introduction</p> <p>A brief introduction should be given identifying, where possible and relevant, the following: institutional context of the project (sub-programme, Division, regions/countries where implemented) and coverage of the evaluation; date of PRC approval and project document signature); results frameworks to which it contributes (e.g. Expected Accomplishment in POW); project duration and start/end dates; number of project phases (where appropriate); implementing partners; total secured budget and whether the project has been evaluated in the past (e.g. mid-term, part of a synthesis evaluation, evaluated by another agency etc.)</p> <p>Consider the extent to which the introduction includes a concise statement of the purpose of the evaluation and the key intended audience for the findings?</p>	<p>Final report: An introduction that identifies the institutional context of the project, Unit/Division that implemented the project, project implementing partners, total secured budget, is provided, including a statement of the purpose of the evaluation.</p>	5.5
<p>II. Evaluation Methods</p> <p>A data collection section should include: a description of evaluation methods and information sources used, including the number and type of respondents; justification for methods used (e.g. qualitative/ quantitative; electronic/face-to-face); any selection criteria used to identify respondents, case studies or sites/countries visited; strategies used to increase stakeholder engagement and consultation; details of how data were verified (e.g. triangulation, review by stakeholders etc.).</p>	<p>Final report: All aspects well covered. A detailed description of the different phases of the evaluation process (inception, document review, stakeholder interviews, field visits, information processing, elaboration of findings, conclusions and recommendations, and report elaboration) is provided.</p>	5.5

<p>Efforts to include the voices of different groups, e.g. vulnerable, gender, marginalised etc) should be described.</p> <p>Methods to ensure that potentially excluded groups (excluded by gender, vulnerability or marginalisation) are reached and their experiences captured effectively, should be made explicit in this section.</p> <p>The methods used to analyse data (e.g. scoring; coding; thematic analysis etc.) should be described.</p> <p>It should also address evaluation limitations such as: low or imbalanced response rates across different groups; gaps in documentation; extent to which findings can be either generalised to wider evaluation questions or constraints on aggregation/disaggregation; any potential or apparent biases; language barriers and ways they were overcome.</p> <p>Ethics and human rights issues should be highlighted including: how anonymity and confidentiality were protected, and strategies used to include the views of marginalised or potentially disadvantaged groups and/or divergent views. Is there an ethics statement? E.g. <i>Throughout the evaluation process and in the compilation of the Final Evaluation Report efforts have been made to represent the views of both mainstream and more marginalised groups. All efforts to provide respondents with anonymity have been made.</i></p>		
<p>III. The Project</p> <p>This section should include:</p> <ul style="list-style-type: none"> • <i>Context:</i> Overview of the main issue that the project is trying to address, its root causes and consequences on the environment and human well-being (i.e. synopsis of the problem and situational analyses). • <i>Results framework:</i> Summary of the project's results hierarchy as stated in the ProDoc (or as officially revised) • <i>Stakeholders:</i> Description of groups of targeted stakeholders organised according to relevant common characteristics • <i>Project implementation structure and partners:</i> A description of the implementation structure with diagram and a list of key project partners • <i>Changes in design during implementation:</i> Any key events that affected the project's scope or parameters should be described in brief in chronological order • <i>Project financing:</i> Completed tables of: (a) budget at design and expenditure by components (b) planned and actual sources of funding/co-financing 	<p>Final report: All elements are well addressed.</p>	<p>5.5</p>
<p>IV. Theory of Change</p> <p>The <i>TOC at Evaluation</i> should be presented clearly in both diagrammatic and narrative forms. Clear articulation of each major causal pathway is expected, (starting from outputs to long term impact), including explanations of all drivers and assumptions as well as the expected roles of key actors.</p> <p>This section should include a description of how the <i>TOC at Evaluation</i>⁵³ was designed (who was involved etc.) and applied</p>	<p>Final report: The section presents an analysis in both diagrammatic and narrative forms of the reconstructed ToC (rToC).</p> <p>A table with the reformulation of the result statements is also presented.</p>	<p>5.5</p>

⁵³ During the Inception Phase of the evaluation process a *TOC at Evaluation Inception* is created based on the information contained in the approved project documents (these may include either logical framework or a TOC or narrative descriptions), formal revisions and annual reports etc. During the evaluation process this TOC is revised based on changes made during project intervention and becomes the *TOC at Evaluation*.

<p>to the context of the project? Where the project results as stated in the project design documents (or formal revisions of the project design) are not an accurate reflection of the project's intentions or do not follow UNEP's definitions of different results levels, project results may need to be re-phrased or reformulated. In such cases, a summary of the project's results hierarchy should be presented for: a) the results as stated in the approved/revised Prodoc logframe/TOC and b) as formulated in the <i>TOC at Evaluation</i>. <i>The two results hierarchies should be presented as a two-column table to show clearly that, although wording and placement may have changed, the results 'goal posts' have not been 'moved'</i>. This table may have initially been presented in the Inception Report and should appear somewhere in the Main Review report.</p>	<p>Articulation of the project causal pathways from outputs and outcome to higher level results (IS and Impact), including the drivers and assumptions for each pathway is described.</p>	
<p>V. Key Findings</p> <p>Findings Statements: The frame of reference for a finding should be an individual evaluation criterion or a strategic question from the TOR. A finding should go beyond description and uses analysis to provide insights that aid learning specific to the evaluand. In some cases, a findings statement may articulate a key element that has determined the performance rating of a criterion. Findings will frequently provide insight into 'how' and/or 'why' questions.</p>	<p>Final report: Findings presented in the report refer to the evaluation criteria and provide insights on the evaluand.</p>	5
<p>A. Strategic relevance:</p> <p>This section should include an assessment of the project's relevance in relation to UNEP's mandate and its alignment with UNEP's policies and strategies at the time of project approval. An assessment of the complementarity of the project at design (or during inception/mobilisation⁵⁴), with other interventions addressing the needs of the same target groups should be included. Consider the extent to which all four elements have been addressed:</p> <ul style="list-style-type: none"> i. Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities ii. Alignment to Donor/GEF/Partners Strategic Priorities iii. Relevance to Regional, Sub-regional and National Environmental Priorities iv. Complementarity with Existing Interventions 	<p>Final report: A good analysis of the four sub-criteria under Strategic Relevance is presented.</p>	5
<p>B. Quality of Project Design</p> <p>To what extent are the strength and weaknesses of the project design effectively <u>summarized</u>?</p>	<p>Final report: The section well summarises the projects' strengths and weaknesses.</p>	5.5
<p>C. Nature of the External Context</p> <p>For projects where this is appropriate, key <u>external</u> features of the project's implementing context that limited the project's performance (e.g. conflict, natural disaster, political upheaval⁵⁵), and how they affected performance, should be described.</p>	<p>Final report: A brief analysis of the Nature of External Context is presented. Based on the evidence provided,</p>	5

⁵⁴ A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

⁵⁵ Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management of the project team.

<p>D. Effectiveness</p> <p>(i) Outputs and Project Outcomes: How well does the report present a well-reasoned, complete and evidence-based assessment of the a) availability of outputs, and b) achievement of project outcomes? How convincing is the discussion of attribution and contribution, as well as the constraints to attributing effects to the intervention?</p> <p>The effects of the intervention on differentiated groups, including those with specific needs due to gender, vulnerability or marginalisation, should be discussed explicitly.</p>	<p>Final report: A detailed evidence-based assessment of availability of outputs and achievement of outcomes is presented, including tables (10 and 11) with the indication of the degree of achievement of their respective targets.</p>	5.5
<p>(ii) Likelihood of Impact: How well does the report present an integrated analysis, guided by the causal pathways represented by the TOC, of all evidence relating to likelihood of impact?</p> <p>How well are change processes explained and the roles of key actors, as well as drivers and assumptions, explicitly discussed?</p> <p>Any unintended negative effects of the project should be discussed under Effectiveness, especially negative effects on disadvantaged groups.</p>	<p>Final report: An integrated analysis of the likelihood of impact is presented.</p>	5.5
<p>E. Financial Management</p> <p>This section should contain an integrated analysis of all dimensions evaluated under financial management and include a completed 'financial management' table.</p> <p>Consider how well the report addresses the following:</p> <ul style="list-style-type: none"> • <i>Adherence</i> to UNEP's financial policies and procedures • <i>completeness</i> of financial information, including the actual project costs (total and per activity) and actual co-financing used • <i>communication</i> between financial and project management staff 	<p>Final report: An integrated analysis of the three dimensions of financial management is presented.</p>	5
<p>F. Efficiency</p> <p>To what extent, and how well, does the report present a well-reasoned, complete and evidence-based assessment of efficiency under the primary categories of cost-effectiveness and timeliness including:</p> <ul style="list-style-type: none"> • Implications of delays and no cost extensions • Time-saving measures put in place to maximise results within the secured budget and agreed project timeframe • Discussion of making use during project implementation of/building on pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. • The extent to which the management of the project minimised UNEP's environmental footprint. 	<p>Final report: The section presents a complete and evidence-based analysis, which includes a description of the time-saving measures implemented.</p>	5
<p>G. Monitoring and Reporting</p> <p>How well does the report assess:</p> <ul style="list-style-type: none"> • Monitoring design and budgeting (<i>including SMART results with measurable indicators, resources for MTE/R etc.</i>) 	<p>Final report: A concise analysis of the three dimensions of monitoring and reporting is presented.</p>	5

<ul style="list-style-type: none"> Monitoring of project implementation (<i>including use of monitoring data for adaptive management</i>) Project reporting (e.g. PIMS and donor reports) 		
<p>H. Sustainability</p> <p>How well does the evaluation identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of achieved project outcomes including:</p> <ul style="list-style-type: none"> Socio-political Sustainability Financial Sustainability Institutional Sustainability 	<p>Final report: Integrated analysis on the factors and conditions likely to undermine the project sustainability, including a summary assessment of the three dimensions, is provided.</p>	5.5
<p>I. Factors Affecting Performance</p> <p>These factors are <u>not</u> discussed in stand-alone sections but are integrated in criteria A-H as appropriate. Note that these are described in the Evaluation Criteria Ratings Matrix. To what extent, and how well, does the evaluation report cover the following cross-cutting themes:</p> <ul style="list-style-type: none"> Preparation and readiness Quality of project management and supervision⁵⁶ Stakeholder participation and co-operation Responsiveness to human rights and gender equality Environmental and social safeguards Country ownership and driven-ness Communication and public awareness 	<p>Final report: All elements addressed well and discussed as stand-alone sections.</p>	5.5
<p>VI. Conclusions and Recommendations</p> <p>i) Quality of the conclusions:</p> <p>Conclusions should be summative statements reflecting on prominent aspects of the performance of the evaluand as a whole, they should be derived from the synthesized analysis of evidence gathered during an evaluation process. It is expected that the conclusions will highlight the main strengths and weaknesses of the project and connect them in a compelling story line.</p> <p>The key strategic questions should be clearly and succinctly addressed within the conclusions section. This includes providing the answers to the questions on Core Indicator Targets, stakeholder engagement, gender responsiveness, safeguards and knowledge management, required for the GEF portal.</p> <p>Human rights and gender dimensions of the intervention (e.g. how these dimensions were considered, addressed or impacted on) should be discussed explicitly.</p> <p>Conclusions, as well as lessons and recommendations,</p>	<p>Final report: Well-structured conclusions with responses to key strategic questions. Section presents a good and adequate summary of findings and ratings.</p>	5

⁵⁶ In some cases 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the executing agency and the technical backstopping provided by UNEP. This includes providing the answers to the questions on Core Indicator Targets, stakeholder engagement, gender responsiveness, safeguards and knowledge management, required for the GEF portal.

should be consistent with the evidence presented in the main body of the report.		
<p>ii) Quality and utility of the lessons: Both positive and negative lessons are expected and duplication with recommendations should be avoided. Based on explicit evaluation findings, lessons should be rooted in real project experiences or derived from problems encountered and mistakes made that should be avoided in the future. Lessons are intended to be adopted any time they are deemed to be relevant in the future and must have the potential for wider application (replication and generalization) and use and should briefly describe the context from which they are derived and those contexts in which they may be useful.</p>	<p>Final report: Six lessons learned derived from project experiences and challenges identified.</p>	5
<p>iii) Quality and utility of the recommendations:</p> <p>To what extent are the recommendations proposals for specific action to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results? They should be feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when.</p> <p>At least one recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions, should be given.</p> <p>Recommendations should represent a measurable performance target in order that the Evaluation Office can monitor and assess compliance with the recommendations.</p> <p>In cases where the recommendation is addressed to a third party, compliance can only be monitored and assessed where a contractual/legal agreement remains in place. Without such an agreement, the recommendation should be formulated to say that UNEP project staff should pass on the recommendation to the relevant third party in an effective or substantive manner. The effective transmission by UNEP of the recommendation will then be monitored for compliance.</p> <p>Where a new project phase is already under discussion or in preparation with the same third party, a recommendation can be made to address the issue in the next phase.</p>	<p>Final report: Four recommendations also aiming to ensure the sustainability of project results are identified.</p>	5
VII. Report Structure and Presentation Quality		
<p>i) Structure and completeness of the report: To what extent does the report follow the Evaluation Office guidelines? Are all requested Annexes included and complete?</p>	<p>Final report: Well-structured, concise and complete report in-line with the Evaluation Office guidelines.</p>	5.5
<p>ii) Quality of writing and formatting: Consider whether the report is well written (clear English language and grammar) with language that is adequate in quality and tone for an official document? Do visual aids, such as maps and graphs convey key information? Does the report follow Evaluation Office formatting guidelines?</p>	<p>Final report: The report is clear and well written, with good use of tables and figures. The language used is adequate. Formatting is in-line with UNEP Evaluation Office Guidelines.</p>	5.5
OVERALL REPORT QUALITY RATING		5.3

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.

At the end of the evaluation, compliance of the evaluation process against the agreed standard procedures is assessed, based on the table below. *All questions with negative compliance must be explained further in the table below.*

Evaluation Process Quality Criteria	Compliance	
	Yes	No
Independence:		
1. Were the Terms of Reference drafted and finalised by the Evaluation Office?	X	
2. Were possible conflicts of interest of proposed Evaluation Consultant(s) appraised and addressed in the final selection?	X	
3. Was the final selection of the Evaluation Consultant(s) made by the Evaluation Office?	X	
4. Was the evaluator contracted directly by the Evaluation Office?	X	
5. Was the Evaluation Consultant given direct access to identified external stakeholders in order to adequately present and discuss the findings, as appropriate?	X	
6. Did the Evaluation Consultant raise any concerns about being unable to work freely and without interference or undue pressure from project staff or the Evaluation Office?		X
7. If Yes to Q6: Were these concerns resolved to the mutual satisfaction of both the Evaluation Consultant and the Evaluation Manager?		
Financial Management:		
8. Was the evaluation budget approved at project design available for the evaluation?	X	
9. Was the final evaluation budget agreed and approved by the Evaluation Office?	X	
10. Were the agreed evaluation funds readily available to support the payment of the evaluation contract throughout the payment process?	X	
Timeliness:		
11. If a Terminal Evaluation: Was the evaluation initiated within the period of six months before or after project operational completion? Or, if a Mid Term Evaluation: Was the evaluation initiated within a six-month period prior to the project's mid-point?	X	
12. Were all deadlines set in the Terms of Reference respected, as far as unforeseen circumstances allowed?	X	
13. Was the inception report delivered and reviewed/approved prior to commencing any travel?	X	
Project's engagement and support:		
14. Did the project team, Sub-Programme Coordinator and identified project stakeholders provide comments on the evaluation Terms of Reference?	X	
15. Did the project make available all required/requested documents?	X	
16. Did the project make all financial information (and audit reports if applicable) available in a timely manner and to an acceptable level of completeness?	X	
17. Was adequate support provided by the project to the evaluator(s) in planning and conducting evaluation missions?	X	
18. Was close communication between the Evaluation Consultant, Evaluation Office and project team maintained throughout the evaluation?	X	
19. Were evaluation findings, lessons and recommendations adequately discussed with the project team for ownership to be established?	X	
20. Did the project team, Sub-Programme Coordinator and any identified project stakeholders provide comments on the draft evaluation report?	X	

Quality assurance:			
21. Were the evaluation Terms of Reference, including the key evaluation questions, peer-reviewed?		X	
22. Was the TOC in the inception report peer-reviewed?		X	
23. Was the quality of the draft/cleared report checked by the Evaluation Manager and Peer Reviewer prior to dissemination to stakeholders for comments?		X	
24. Did the Evaluation Office complete an assessment of the quality of both the draft and final reports?		X	
Transparency:			
25. Was the draft evaluation report sent directly by the Evaluation Consultant to the Evaluation Office?		X	
26. Did the Evaluation Manager disseminate (or authorize dissemination) of the cleared draft report to the project team, Sub-Programme Coordinator and other key internal personnel (including the Reference Group where appropriate) to solicit formal comments?		X	
27. Did the Evaluation Manager disseminate (or authorize dissemination) appropriate drafts of the report to identified external stakeholders, including key partners and funders, to solicit formal comments?		X	
28. Were all stakeholder comments to the draft evaluation report sent directly to the Evaluation Office		X	
29. Did the Evaluation Consultant(s) respond adequately to all factual corrections and comments?		X	
30. Did the Evaluation Office share substantive comments and Evaluation Consultant responses with those who commented, as appropriate?		X	

Provide comments / explanations / mitigating circumstances below for any non-compliant process issues.

<u>Process Criterion Number</u>	<u>Evaluation Office Comments</u>