Final Project Evaluation of Securing Rights and Restoring Lands for Improved Livelihoods

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Executive Summary

The IUCN designed the Securing Rights and Restoring Lands for Improved Livelihoods project (referred to hereafter simply as 'the project') in response to concerns about desertification, which were raised in the Millennium Ecosystem Assessments. The project uses conservation, restoration and sustainable management of ecosystems services as the basis for improving livelihoods. This is achieved through providing more secure land rights, better management, and enhanced income generation opportunities. The project includes partners in each country of intervention Kalahari Conservation Society and the Department of Forestry and Rangeland Resources in Botswana; the Jordan Ministry of Agriculture (MOA) and Arab Women's Organisation (AWO) and Jordanian Society for Organic Farming (JSOF) in Jordan; the Consortium, Donko Walia (Douentza) in Mali; and the Forests National Corporation (FNC) in Sudan. The project is implemented in four diverse dryland areas. The project started in December 2009 and ran for five years with a no-cost extension from Jan 2014 to Dec 2014.

This evaluation focuses on the four objectives of the program:

1. Dryland landscapes sustainably and equitably managed, including the restoration of degraded areas, based on strengthened institutional arrangements.
2. Security of access rights to private and common ecosystem services strengthened, with special attention to those important to women and vulnerable groups.
3. Economic and income generating options for rural communities explored and supported based on natural resource commodities and on valuations of ecosystem services.
4. Policies informed and influenced at local, national, regional and global levels

Findings

The project has demonstrated that dry landscape management with social, economic and environmental objectives is appropriate in a range of contexts, and that it can effectively been implemented in small-scale pilots. The impact and sustainability of the project have been increased by the strength of the IUCN staff and partners through their community engagement, policy advocacy and technical know-how. The key findings from this evaluation are:

1. Success in securing land access and encouraging mutual accountability: The project demonstrated that opportunities to improve access rights and institutional arrangements are capable, and in some situations did lead to improved dry landscapes. Securing access and management rights through institutional arrangements (at national and community level) has been achieved even in difficult circumstances. Community Environmental Management Plans (CEMPs) have created a sense of mutual and shared accountability and responsibility. This approach should be scaled and replicated.
2. Strong development of livelihoods linked with dry landscapes: The linking of economic and livelihood opportunities to environmental resource management has been a demonstrated success. Moreover, the strong level of women's engagement has been extremely positive– most notably in Jordan and Mali where there have been successful examples of women's enterprise development. More generally, the pilots for improved resource management have led to improved productivity and efficiency, including livestock and cropping on small scales.
3. Influencing national policy and strategies: A range of forums have linked local, district, regional and national stakeholders to develop improved frameworks for dry landscape management. Botswana has seen the drafting and review of a strategy on the control of Prosopis; Jordan has seen the revision of the National Rangelands Strategy to include the Hima approach; and in Sudan a New Forest Policy is awaiting approval by Parliament. The project has not yet influenced national policy or strategy in Mali, as the emphasis has been more on regional governance with some national media.
4. Building on the momentum of the project: The future instalment of the dry landscapes project by IUCN will need to build on these successes. Specifically, highlighting the case studies that have been most successful and continuing to support them. The intention would be to replicate and increase the

scale of these successes to have broader impact on the social, economic and environmental improvements.

5. Project delays have affected the impact and sustainability: The overall impact of the project has been decreased by a range of exogenous and endogenous factors, which have delayed implementation. In Jordan, there were long lead-in times to secure access rights; in Botswana, the project faced challenges due to the remoteness of the sites and the lack of a field officer; in Mali, the conflict has had a significant impact upon the ability to implement; and finally in Sudan, delays were caused due to relationships with Government and local partners, and difficulties faced when setting up an office.
6. Lack of technical and socio-economic monitoring: Across the program, there has been a lack of available data with which to monitor impact. For many of the sites, baseline studies have not been undertaken. Where baseline studies do exist, regular monitoring of social, economic and environmental indicators has not taken place. This has made it somewhat difficult for the evaluators to effectively assess all the indicators particularly in terms of effectiveness and efficiency.

Recommendations

The recommendations are designed to inform IUCN's Global Drylands Initiative as this is an end of project evaluation.

1. Continue to support the development of national policy and strategy: Significant resources have been invested in improving the national policy agenda, which should continue to be supported through forums and dialogue to convert specific strategies or policies into action on the ground. The strategy for controlling Prosopis in Botswana, and the ongoing implementation of the National Rangelands Strategy with the Hima approach in Jordan are two examples of where continued support could be particularly valuable.
2. Continue to support successful pilots: Successful sites can be used as national and international champions, and support should be given to replicate these endeavours. There is a risk that successful pilots that are the basis of the success stories in this project may not receive support into the future – while they may continue sustainably, it would mean they are no longer used by others as champions to learn from.
3. Prioritise gender sensitivity and women's engagement: The role of gender sensitivity and women's engagement in programming is essential. While women across the region do not typically have the same rights to land access as men, the project has shown that given the appropriate conditions, women are able to eke out livelihoods and improve the environmental management of dry landscapes.
4. Clarify the role of economic objectives with partners: While the role of economic objectives in dry landscape projects may be clearly understood by IUCN, stakeholders in some contexts, including communities and government, have interpreted this as being a livelihoods project. While integrating economics with the environmental objectives of the project is beneficial, it should be clarified with partners that this is not an economic development program and that environmental outcomes will remain a key indicator.
5. Strengthen technical and socio-economic monitoring: Improving project monitoring – both technical and socio-economic – will strengthen the evidence-based approach to dry landscape management. The actors involved take time to adapt their practices, learn new approaches, and set up new initiatives, while the dry landscapes themselves take time to be restored and then be sustainably managed. Therefore, it is worthwhile investing resources in ongoing monitoring to strengthen the evidence base. This is particularly important for new approaches like Hima.
6. Improved external communications for target audiences: Communication material and newsletters from the projects often had quite a narrow focus on the project itself. It is not clear if this material was effective in communicating specific messages to inform policy or actions. However, some documents produced (e.g. technical guidance briefs, policy notes) placed a stronger emphasis on the approach and

wider dry landscape issues and gathered large interest, particularly when shared with TV and the media. This type of communication was much more effective at raising the level of knowledge on the issues being considered, while also garnering support for policy and implementation.

7. Ensure timeliness in the programs: The approach of CEMPs relies on a strong level of community engagement and buy-in that creates shared and mutual accountability across the project stakeholders. While this is clearly positive in terms of the sustainability and impact of the project, it is also a time consuming process. More time for this should be factored in at the beginning of projects, as well as the provision of ongoing support. It is however recognised that project timeframes can restrict the first best solutions.

Acronyms

AWO	[Jordan] Arab Women's Organisations
CBO	Community-based Organisation
CBNRM	Community-based Natural Resources Management
CEAP	Community Environment Action Plans
CEDARE	The Centre for Environment and Development for the Arab Region and Europe
CEMP	Community Environmental Management Plan
COR	Office of the Commissioner for Refugees, Sudan
CSD	[United Nations] Commission on Sustainable Development
DFID	[UK] Department for International Development
DFRR	[Botswana] Department for Forestry and Rangeland Resources
ECOWAS	Economic Community of West African States
ELD	Economics of Land Degradation
ENRTP	Environment and Natural Resources Thematic Programme
ESRC	[UK] Social and Economic Research Council
FAO	[United Nations] Food and Agriculture Organisation
FNC	[Sudan] Forests National Corporation
GEF	[World Bank] Global Environment Facility
ICARDA	International Center for Agricultural Research in the Dry Areas
IFAD	International Fund for Agricultural Development
IGAD	Intergovernmental Authority on Development (Djibouti, Eritrea, Ethiopia, Kenya, Somalia, Sudan and Uganda)
IPCC	Inter-governmental Panel on Climate Change
IUCN	International Union for Conservation of Nature
JSOF	Jordanian Society for Organic Farming
MAGREB	The Maghreb Economic Community of North Africa
MOA	[Jordan] Ministry of Agriculture
NCARE	[Jordan] National Centre for Agricultural Research and Extension
NFTP	Non-Timber Forest Products
NGO	Non-governmental Organisation
ORASECOM	Orange-Senqu River Basin Commission
SADC	Southern African Development Community
TAC	Technical Advisory Committee
ToC	Theory of Change
UNCBD	United Nations Convention of Biodiversity
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNHCR	United Nations High Commission on Refugees
VDC	Village Development Committee
VPR&D	Veld Products Research & Development

Thank you: Appreciation to all those who participated in this review and who took the time to provide insights and connect us with others through their combined efforts. The knowledge and dedication of all those we talked to continues to impress.

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Introduction

The IUCN designed the Securing Rights and Restoring Lands for Improved Livelihoods project (referred to hereafter simply as 'the project') in response to concerns about desertification, which were raised in the Millennium Ecosystem Assessments. The project uses conservation, restoration and sustainable management of ecosystems services as the basis for improving livelihoods. This is achieved through providing more secure land rights, better management, and enhanced income generation opportunities. The project includes partners in each country of intervention: Veld Products Research and Development (VPR&D) and the Department of Forestry and Rangeland Resources in Botswana; the Jordan Ministry of Agriculture (MOA) and Arab Women's Organisation (AWO) and Jordanian Society for Organic Farming (JSOF) in Jordan; the Consortium, Donko Walia (Douentza) in Mali; and the Forests National Corporation (FNC) in Sudan. The project is implemented in four diverse dryland areas. The project started in December 2009 and ran for five years with a no-cost extension from Jan 2014 to Dec 2014.

The evaluation focuses on the four objectives of the program:

- Dryland landscapes sustainably and equitably managed, including the restoration of degraded areas, based on strengthened institutional arrangements.
- Security of access rights to private and common ecosystem services strengthened, with special attention to those important to women and vulnerable groups[1].
- Economic and income generating options for rural communities explored and supported based on natural resource commodities and on valuations of ecosystem services.
- Policies informed and influenced at local, national, regional and global levels

The project was initially developed in advance of any global strategy to rangelands by IUCN. However, recognising the importance of protecting rangelands, particularly in terms of linking secure land rights to livelihoods, the project has provided the foundations for IUCN to develop a global strategy. As a result, the project is strongly aligned with IUCN's global approach and continues to be built upon as a global program.

The midterm review of the project in 2012 found that in general, project implementation had been slow. This was due to various challenges, the most striking being the remote management of the project in the absence of a project field officer, leading to difficulties with fostering strong relationships between government focal persons and community members. Despite challenges, the project in Botswana has made significant strides to engage the community and government through a Prosopis forum, which as a result has stimulated the development of district plans to eradicate the invasive alien species Prosopis. In Jordan, while there was initially slow development of securing access rights, the model developed has been widely recognised as extremely successful due to the ongoing community engagement and acceptance of the Hima approach. More generally the confidence and high levels of engagement from the local community is also a positive outcome of the project so far, as well as the influence on other projects in promoting a more participatory approach.

While much has clearly happened since the midterm review, this evaluation takes a more holistic perspective of the project and assess the relevance, effectiveness, efficiency, sustainability and impact of the project as a whole. The general purpose of the evaluation is to assess the results of the project and to draw on lessons that can both increase the sustainability of this project and inform future project design.

This report provides an overview of the methodology used, followed by the findings from each of the country case studies: Botswana, Jordan, Mali and Sudan. Finally, this report provides concluding remarks and recommendations for IUCN to use as lessons learned.

[1] During project implementation it became apparent that access rights was part of the challenge to sustainably managing the natural resources and it became important to secure rights at a higher level of community to allow appropriate management and control.

Methodology

A terms of reference for the evaluation was developed as part of the response to the request for submissions and as part of the inception process (see Annex 5). The objectives of the evaluation were:

- Relevance: How does the project relate to IUCN's Global Programme Areas and to environment and development priorities at the local, regional and national levels?
- Effectiveness: To what extent have the expected outputs and results of the project been achieved?
- Efficiency: Assess whether the project was implemented efficiently, in line with international and national norms and standards.
- Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?
- Impact: Assess whether indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status, and to reduced poverty and/or improved human well-being in the long-term.

The approach includes three key principles: evidence based, participatory and consultantive methods, and results based recommendations. This is linked directly back to the logframe objective hierarchy that was set out; however the logframe had been revised throughout the project implementation which is also considered.

A desktop review was undertaken as a preliminary step. The purpose included:

- Key project documents including the initial project proposals, theory of change, results frameworks, and the like
- Monitoring, reporting and evaluation documents that have been developed throughout the project lifecycle, including the mid-term evaluation for Mali, Sudan, Botswana and Jordan, the community land and tenure studies, the market chain analysis and business opportunities for selected dryland natural resources, and the natural resource economic valuation study reports.
- Advocacy and policy documents related to similar programs, and
- Other relevant documents as recommended by the project team and the respondents.

Structured interviews were undertaken with a purposive selected sample of key stakeholders. Specifically:

- The IUCN staff and internal partners. Semi structured and structured interviews were undertaken across the staff and internal partners.
- The external partners aforementioned in each country of intervention (VPR&D, MoA, AWO, JSOF, Douentza and FNC). Semi structured and structured interviews would be undertaken across the partners.
- The communities in Botswana and Jordan where field visits were conducted by the researchers.
- Other stakeholders include local authorities, community based organizations, non-government organizations, and international organizations that may have a vested interest in the communities or the project.

Approximately 30 key informant interviews were undertaken in total, see Annex 6 for the questionnaire. This included IUCN field staff in Nairobi as part of the inception meeting; telephone interviews in English and French when required across Mali and Sudan; and face to face interviews with key stakeholders in Jordan and Botswana. The later was part of the two field visits conducted. Firstly in Jordan in November, and thereafter in Botswana in December. Each field visit included four days of data collection and observations, excluding the travel time.

As a result of the above, the report outlines the findings and a matrix based on the logframe was developed per country for the response by evaluation objective (see Annexes 1-4 for Botswana, Jordan, Mali and Sudan respectively).

Botswana

General Overview

The Boravast communities are located in Western Botswana on the border with South Africa and Namibia, almost 800 km from the capital Gaborone. There is a population of approximately 2,500 people across four villages: Bokspits, Rappelspan, Vaalhoek and Struizendam. The location is remote and in the centre of the Kalahari ecosystem. The communities are represented by the Boravast Trust whose offices are in Bokspits. The Government of Botswana are the main project implementers through the Department for Forestry and Rangeland Resources (DFRR). At District level, the Technical Advisory Committee (TAC) provides support and advises the communities on the use of natural resources. Five Departments are represented in the TAC as core members; these include the Land Board, Wildlife, Forestry, Water and Tourism departments.

The objectives of the project are highly relevant; for example, they are supported by the Government's Poverty Alleviation Programme, the pillars of Botswana Vision 2016 and in other legislation. The project also complements the CBNRM Policy which ensures communities benefit from natural resources.

The project was slow to start, partly because of the decision to review the operational and partnership arrangements in terms of removing VRP&D and focusing more engagement with the Government. During the first year, the project focussed on the implementation of Community Environment Actions Plans (CEAPs) and then on better understanding the invasive species Prosopis and how it may be controlled after it was identified as a key priority by the community. This was done predominantly through the hosting of national forums and the development of a Prosopis national strategy (which is currently in draft form but according to IUCN and DFRR should be passed in the next year).

Following the release of a land tenure study as part of the project, the project component related to improving security of land access rights could not be implemented the way originally envisioned due to the sensitivity of the topic with some stakeholders. The project therefore refocused these efforts on the issue of sustainable rangeland management. A Rangeland Management Forum was held in Gaborone in May 2014 which successfully initiated dialogue on the subject between scientists, government officials and communities. The forum was followed-up with a Policy Brief Paper and an Issues Paper that discusses the challenges, constraints and opportunities in sustainable rangeland management.

In the final year, the project provided training and arranged exchange visits for members of the Boravast Trust and TAC to further building their capacities and relationship. IUCN also hired a local project officer to allow them to focus their activities on the implementation of pilot projects within the communities; there were frustrations at the time that there were too many meetings and not enough outputs, ultimately leading to lack of commitment and motivation throughout the community. These pilot projects included the construction of horticultural sites in two villages. IUCN and TAC have also helped the Boravast Trust to apply to manage a camp site on the border of the Trans-frontier National Park. If successful, this could provide a significant source of livelihood for the community.

The Garden at Struizendam

The garden at Rappelspan

The camp site on the border of the trans-frontier park which the community have applied to manage.

Community focus group in Struizendam as part of the project evaluation.

Result 1: Dryland landscapes sustainably and equitably managed through strengthened institutional arrangements

Activity 1.1. Local institutions supported to implement CEMP

The Boravast Trust were supported to implement CEAPs in 2011 through a training of trainers approach and this process successfully identified issues and priorities in all four villages. As yet, the CEAPs have not been updated nor has there been a period of reflection on the actions conducted in the past 3 years nor a revision of priorities – this is required, ideally as soon as the community pilot projects have been sufficiently established.

Activity 1.2. Institutions strengthened to manage ecosystems sustainably

Subsequent land management activities – after the implementation of CEAPs - focussed on the control of the Prosopis that is affecting communities by reducing water and nutrition availability in soils. IUCN has contributed knowledge and resources towards the development of a National Strategy and Bill clause, designed to guide stakeholders on the control of the invasive species. Both are currently in draft phase but are expected to be published in 2015; this could result in substantial impact, both in the Boravast communities and across other affected areas in Botswana. During the Strategy's development, a regional Prosopis forum was held on the topic in May 2012 with 45 participants from Botswana, Namibia, Kenya and South Africa (Walsh and Lesenya, 2012); since then the strategy was also reviewed at a national forum in May 2013 (IUCN News, 2014a). Community participation in these events was supported by IUCN.

At District and Community level, the TAC received training and support from IUCN on the control of Prosopis, which resulted in the development of an integrated management plan for the Boravast Trust. The plan addresses the negative impacts of Prosopis and describes the various control methods available. A chemical clearance method has since been successfully tested in a small area within Struizendam with grasses and Acacia visibly returning to the area. The large-scale clearance of Prosopis will likely take place after the Strategy is passed; the work will be done by another agency (already identified) after a full Environmental Impact Assessment has been completed.

The evaluator saw evidence of bush encroachment throughout the area due to over-grazing and it is important that these issues are dealt with in the future. Community representatives did visit Dune Farm—an example of holistic management—in November 2014 to learn about good rangeland management. IUCN also held a Rangeland Conference in May 2014 to initiate discussion on better management of communal land. It is important that IUCN build on the impetus created by this event and organise a second workshop that this time also involves private land owners.

Activity 1.3. Field assessment of impact

Field assessment of the impact of the project is still not available. There was no evidence of monitoring at field-level; this was identified by all as a significant weakness. There are signs that this is changing though: the government are apparently conducting a baseline survey of Prosopis in early 2015 and IUCN had just completed the first baseline livelihoods/socio-economic survey of the sites. The Economic Valuation Study also identified the lack of baseline mapping and data collection. Cadastral mapping of community buildings and the surrounding land cover is recommended to assist decision-making.

Result 2: Security of access rights to ecosystem services

Activity 2.1. Community understand land rights through baseline study and workshops

A land tenure study analysed the national tenure system and was sent to the Government Land Board. Because of the sensitivity of the topic the study has since been re-packaged as a research paper by IUCN and published as a book chapter. There has been resistance on this issue from some stakeholders and IUCN did not want to push the issue until the time is right. As a result, the focus of the work shifted to Sustainable Rangeland Management. In particular, 12 members of the Boravast Trust and 11 members of TAC visited Ghanzi and Ngamiland Districts in November 2014 to learn about best practices in sustainable land management; specifically about holistic management/rotation of livestock that addresses the needs of the environment. This approach to land management uses short duration, high density grazing (by merging herds) to promote grass growth/recovery while still taking into consideration the nutritional needs of animals. Training was also provided on rangeland management practices (livestock management, stocking rates).

Activity 2.2. Stakeholder dialogues supported

A Rangeland Conference was also convened by DFRR in May 2014 with Land Board, scientists, farmers (from Boravast communities) and DFRR in attendance. The objective of the event was to create steps towards developing a rangeland management plan (ESARO Connect, 2014). The event also apparently initiated discussion on the importance of communal drylands and about the issue of private farmers using communal land in the dry season. The forum was followed-up with a Policy Brief Paper on Sustainable Rangeland Management in the Project sites (Kalahari Conservation Society, 2014a) and an Issues Paper that discusses the challenges, constraints and opportunities in sustainable rangeland management (Kalahari Conservation Society, 2014b). A rangeland management plan may be developed in 2015 after the Deed of Trust has been registered for the Boravast Trust. There is interest to follow this with another workshop, this time with private farmers in attendance, whose buy-in is essential to this process.

Activity 2.3. Mechanisms for securing rights identified and agreed.

No mechanisms for securing rights have been agreed to, but at national level the rangeland conference in 2014 did apparently start dialogue on this issue. In Boravast, the communities have applied for two pieces of land – with the assistance of TAC – these include 1) 3 ha of adjacent land for small stock and 2) a camp site on the boundaries of the Trans-Frontier park. This process of applying for land has helped Trust members to better understand their rights and the means in which they may appropriately apply for land.

Result 3: Economic and income generating options for rural communities

Activities 3.1, 3.2 and 3.3: Identify livelihood opportunities, capacity development of participating communities, and economic assessments.

Prosopis Development

Training was reportedly provided to members of the community on how to run a business, how to manage finances and how to use Prosopis pods. A community member in the evaluation workshop reported they had started a leather business afterwards, as a direct result of this training.

In the final year the project focussed on implementing pilot projects in the communities and working towards the diversification of livelihoods. This is important to reduce reliance on grazing which is continuing to degrade the surrounding landscape. A range of vocational training modules have also recently been produced on subjects such as vegetable gardening and livestock health. Members of the community were also taken to Dune Foods Milling in April 2014 to see how Prosopis was being used to produce income.

An economic study and market chain analysis for the region was completed for the Kalahari-Namib project but unfortunately not until 2014, so was too late to be useful for this project. The study on market opportunities and natural resource economic valuations highlighted many issues in the region including the distance to markets and reliability of potential buyers. It also highlighted several large economic opportunities (discussed below).

A livelihood survey conducted in Boravast this year by IUCN should provide a socio-economic baseline for the first time, which should assist the implementation and monitoring of future livelihood interventions.

Prosopis Pod Processing

IUCN is to procure two mills for Prosopis pod grinding. Prosopis Pods will be ground for livestock fodder predominantly. Communities will be able to bring pods to the site and they will be processed. International research has found it is difficult to eradicate Prosopis completely, so a realistic objective for the community will be to control it so it doesn't spread any further. Grinding pods will eventually reduce the seed bank in the area as well. IUCN produced an integrated management plan for Boravast - as part of this plan, the government will eradicate Prosopis in some areas and in other areas the pods will be harvested.

Horticultural Gardens

Two horticultural gardens were being constructed at the time of the evaluation. The Struizendam site will be big enough to be economically viable. At the end of 2014, poles and netting had been erected but the ground was not ploughed or fertilised. The school in Rappelspan requested assistance from their VDC to construct their own plot after seeing the one in Struizendam. The site in Rappelspan is located on school grounds; at the time of the evaluation the ground had been cleared and poles erected. The sites were apparently being constructed by the communities with the assistance of an agronomist who had been hired to give the community training and assistance. Seedlings had been grown in wheelbarrows to determine the most successful method of fertilisation.

Camp Site on the Borders of Trans-Frontier Park

In 2014 the community wrote to the District Commissioner to ask if they can manage a camp on the border of the Transfrontier park, in an area called Two Rivers. The site is currently run by the Wildlife Department. The evaluator was shown the site by the manager of the park. It is currently the only camp on the Botswana side of the park so could offer significant economic potential. The community want to joint-manage the site with the Wildlife Department to begin with; if proceeding well they would later like to take on full ownership and possibly build a guesthouse on the site which could create jobs and diversify livelihoods significantly for the community. The current charge at the site is 20 pula per person per day for entrance plus 4 pula per vehicle. The site currently contains 3 camp plots, alongside a toilet block with water. As the community are neighbouring the park, they are entitled to benefit from it as written in Wildlife legislation. TAC has been fundamental in supporting dialogue with the government on this issue. The community and the TAC met with the Park Manager after the site visit and he was impressed with their professional approach and the method in which they had addressed the issue. The community are now waiting for a response from the District Commissioner on the issue. If successful thorough market research will be required (e.g. what are the costs involved? How many people are likely to visit the site?).

Result 4: Policy development at local, national, regional and global levels

Activity 4.1. Community capacity strengthened to participate in policy processes, and to identify successful strategies and risks

As discussed, CEAPs were successfully used to highlight relevant issues in the communities including the spread of Prosopis and the mis-management of communal lands. These results were later communicated by the communities to the district government and then to national level.

The capacity of the community has been built to successfully engage with TAC and to provide input into policy processes that affect them. In particular, community institutions – including the Boravast Trust and the Village Development Committee (VDC) – have been strengthened so they may communicate relevant issues to appropriate stakeholders. This has been achieved through continued dialogue with TAC and through the communities' involvement in national stakeholder meetings and forums on the Prosopis Strategy and Sustainable Rangeland Management.

The community also produced a movie which was presented at the 11th Conference of Parties for the United Nations Convention to Combat Desertification (UNCCD) to successfully communicate the challenges of invasive species. This was followed by a high-level panel discussion involving representatives from the Government of Botswana, Government of South Africa and the Southern African Development Community (SADC) Secretariat

Government representatives feel that one of the most significant impacts of the project was giving communities a platform to raise their issues, explaining:

> "*We now better understand their problems".*
>
> *"This is something that should be up-scaled across the country".*

To further strengthen the Boravast Trust, an office for them is currently being completed in Bokspit which will act as a centre of administration (the process was apparently started by IVP in 2010). When complete, the office will provide a large space for a conference room and will be where all project files are eventually stored. The site will also be used to ground Prosopis pods.

Activity 4.2. Forums to link communities with local and district governments – to discuss findings and support integration into policy

The TAC provides the main linkage between the communities and district government. The TAC themselves have been strengthened by the project through their involvement in community pilot projects, district-level workshops and exchange visits. For example, 12 members of the Boravast Trust and 11 members of TAC visited Ghanzi and Ngamiland Districts in November 2014 to learn more about the institutional arrangement and working relationship between the Ngamiland TAC and various community trusts (IUCN-Botswana, 2014). TAC members claimed to have been very motivated and inspired by this trip and the success of the TACs there.

The TAC-Boravast relationship appears to be strong, with evidence that both parties were very much aware of each other's roles. This is despite the absence of a project Field Officer, which for much of the project duration has led to difficulties fostering relationships between the community and government focal persons. The sustainability of this relationship is currently questionable though for a number of reasons: 1) TAC lack staff and resources to continue committing the necessary time and resources on Boravast communities and 2) Boravast Trust still requires significant institutional building (see sustainability section).

Activity 4.3. National Parliamentary Committees and media supported to communicate and demonstrate success stories

A media tour is planned at the beginning of 2015 to raise attention to activities needed in Boravast communities. The media (Botswana radio and newspapers) also apparently reported the Prosopis case study widely at the time. Throughout the project, a number of regional and national meetings with high visibility hosted resulting in community identifying and communicating the Prosopis issue to international, regional and national stakeholders.

Activity 4.4. Through the networks of IUCN and its Implementing Partners, successful approaches, practical lessons learnt and policy implications brought to Regional Economic Councils and international fora (MEAs).

In order to ensure that the successful approaches, practical lessons and policy implications are brought to Regional Economic Councils and international fora, the Kalahari Namib project which is co-financing this project established a Regional Steering Committee (includes UN and the governments of Botswana, South Africa and Namibia). The Committee comprises government representatives from the three riparian countries, United Nations Environment Programme (UNEP), IUCN, SADC, and Orange-Senqu River Basin Commission (OSASECOM). The EC project activities compliment the Kalahari Namib Project in Botswana creating the space for successful approaches, practical lessons and policy implications to be shared with ORASECOM and SADC through the Regional Steering Committee.

Impact of Project

Undoubtedly one of the most significant effects of the project has been its influence on national policy, specifically the drafting and review of a strategy on the control of Prosopis. This invasive species is having a very detrimental effect on land and water availability and the passing of the draft strategy and the subsequent control of Prosopis would have a significant impact on the lives of communities across Botswana. At local-level, an integrated Prosopis plan has been created for Boravast which will hopefully be utilised in the future with the support of TAC. According to members of TAC, the identification of Prosopis has also raised awareness on invasive species generally across the country.

The involvement of community members in forums, exchange visits and national events has helped build their confidence and given them experience communicating with relevant policy-makers and other high-level delegates. CEAPs worked well as a mechanism to gather the community's priorities and proposed actions. Further training of the community and government would be required to update the CEAPs to reflect the new

priorities. Strengthening of Boravast Trust is also required if this process is to be institutionalised. The relationship between the Boravast Trust and TAC appears strong and has been especially strengthened by recent exchange visits and the implementation of community pilot projects in the past year. TAC said they had noticed big changes in the working relationship between the Farmer's Committee, VDC and Boravast Trust – these groups now communicate regularly.

A strong TAC will ensure a sustainable mechanism for advice and assistance is available for the communities in the coming years. The evaluator spent time with members of the TAC and was impressed with their commitment and enthusiasm. Training and exchange visits have improved how TAC assist the Trust and implement the CBNRM policy. The TAC had recently benefited from seeing how other TACs operate in the Ngamiland region. They were very motivated by this exchange - in particular, seeing how the Ngamiland TAC was able to support and communicate effectively with Trusts and to ultimately build initiatives capable of producing significant amounts of money (some of the Trust there were apparently making 10 million Pula a year). It's important the project builds on this impetus though.

Diversification of livelihoods will increase overall well-being and reduce reliance on small stock. Livelihood training is likely to have affected some members of the community. It's currently not possible to quantify this effect - though the IUCN's new socio-economic database should make this easier in the future. The on-going community pilot projects and livelihood initiatives have potential for significant economic impact. It was apparent that the horticultural gardens had also worked to motivate and drive certain members of the community and the Trust. It is hoped that the Prosopis pod mills will have a similar effect once procured. The gardens should have a high impact as local vegetables are currently very expensive and of limited stock. If maintained the Struizendam garden is large enough to bring significant impact to the community. The Rappelspan garden will eventually be given to the school there. This will allow children to learn about horticulture through direct practical involvement. Finally, the proposed camp site on the border of the Trans-Frontier Park could also provide substantial funding and opportunities to Boravast Trust which could have substantial knock-on effect for the community.

Sustainability of Project

The sustainability of the project at community level cannot yet be assessed adequately. Previous projects in the area have apparently created a sense of dependency and lack of motivation among some members of the community. A lack of commitment was even reported by some community members themselves. More work is required to build on the impetus provided by recent exchange visits and the implementation of pilot projects in the communities. IUCN are also hoping to further guarantee the sustainability of projects by not imposing them onto the community and instead ensuring it is the communities themselves that take charge and lead the projects. There are early signs that this is working – for example, Rapelsdam requested their own garden after seeing the one at Struizendam. A number of community members (including the VDC Chairperson in Rapelsdam) told the evaluator that they were committed to the maintenance of the sites.

Important lessons may be learnt from past projects and initiatives in the area that have failed– such as the sale of the Hoodia Cactus and Grapple Plants, which failed because of the lack of a market/reliable buyer and because of the remoteness of the sites. Vegetable plots - previously provided by IVP - also apparently failed because of lack of commitment from the community; and a separate small stock project failed apparently because assets were being monopolised by some Trust members. It's important that new projects are led by committed individuals. IUCN are hoping that the new socio-economic database they have created will help them to more effectively find suitable candidates within the community.

Further institutionalisation of the Boravast Trust is also necessary as it is still only an 'interim committee' and not registered as a deed of trust. This is partly underway already: a lawyer was apparently scheduled to visit the Trust at the end of 2014 to finalise the necessary paper work. The Trust also needs to receive more training so they may control assets better and in a more transparent manner. After successfully applying and receiving a UNDP small grants fund the money was apparently not efficiently managed. The Trust will need to be supported further so it may reach a point where it is able to successfully acquire and manage funds for itself.

Finally, further support for TAC is likely to be required to ensure the sustainability of the project. TAC report being under-resourced especially in terms of staff and transportation. The TAC can't always be available to support Borvast – one possible solution raised at the TAC meeting was that TAC employ somebody to represent them with the Trust.

There is still a lot to be done in the communities and with the Trust and as such, the sustainability of the project is reliant on further work which is likely to be conducted as part of the co-financed Kalahari-Namib Project (KNP) which ends at the end of March 2015 (but may be extended by twelve months to 2016). IUCN are also to arrange a media tour to garner further interest. Debswana (diamond mining company) for example, are apparently interested in supporting the prosopis/vegetable gardens.

Conclusion

The project will likely have a significant impact nationally through the development of a strategy on the control of Prosopis. It remains to be seen what the outcome from the recent forum on Sustainable Rangeland Management will be. The work in Boravast itself has focussed on building the capacity of the TAC, building the relationship between TAC and the Boravast Trust, and on the implementation of pilot projects in the communities. The potential impact of this on the community is significant but more work is required to ensure the Trust continues and is sustainable. This will hopefully be achieved in the coming months through work done on other projects, specifically the Kalahari-Namib project.

The task IUCN have set themselves is sizeable and they have faced a number of challenges along the way: the effectiveness of the project was significantly affected by logistics and access issues due to the remoteness of the site. The lack of a field officer also impacted the project heavily as there was not a constant presence on the ground to manage the project or to facilitate dialogue between stakeholders. Certain project components should arguably have been completed sooner, including the pilot projects and the economic and market assessments.

Overall however, the approach has been appropriate and will eventually lead to longer-lasting impacts for the communities involved. The government also felt that this approach was appropriate:

> *"When the approach is top-down the communities tend to reject it, so instead we made the communities the decision-makers. This is important because the government are not always available. Communities are now taking the lead and are pushing us".*

Jordan

General Overview

Jordan is one of the driest countries in the world, with around 90% of its land being categorised as 'rangelands' implying less than 200mm of rain per year. Moreover, Jordan has a long history of tribal relationships and communities that has a strong influence on the social, economic and environmental management of resources. For many years the rangelands have been poorly managed due to overgrazing and overstocking, leading to a decline in their ecological condition. The project implemented by IUCN in partnership with AWO and JSOF sought to reverse the trend, by developing an approach supported through national policies and strategies that utilises the wealth of traditional experiences to develop socially acceptable, economically opportune and environmentally sound rangeland resource management approaches.

The project sought to address the challenges of the degradation of rangelands in an integrated natural resource management approach. To achieve this, the project established a discourse with the Ministry of Agriculture and Department of Rangelands to revive the Hima system, a traditional land management practice that is widely known throughout the region and incorporates conservation principles into nomadic livestock management through rotating access by livestock herders and relying on traditional laws to enforce the protection zones. The emphasis was on informing the National Rangelands Strategy, as well as to address the challenge of securing rights through improved governance and land management practices. This has been undertaken through a strong participatory approach with communities as well as Government of Jordan stakeholders.

Four case study areas within Zarqa River Basin were selected as part of this approach. 1) Bani Hashem, a 1500ha rangeland where 100ha was transformed into using the Hima approach and creating medicinal herb livelihood opportunities; 2) Duleil, a 100ha site provided by the community for re-vegetation and to provide livestock fodder; 3) Halabat, an area managed by the Ministry of Tourism and Antiquities that has been negotiated to do Hima livestock management in the buffer zone; and 4) Hashmiyah, a 50ha pilot to rehabilitate a state owned forest. As will be shown below, the project has been effective at garnering support though at this stage the pilot projects are not at a sizeable scale and only some of the areas have been proven effective due to initial delays.

Bani Hashem Hima, A Success Story

While four sites were identified in Jordan, the Bani Hashem Hima is undoubtedly the success story that is routinely discussed. A 100ha site in a 1500ha area, it started in late 2011 through community discussions. In 2012 the baseline was done and Hima started, whereby in 2013 re-vegetation of local seeds were undertaken. By late 2013 after one season of Hima treatment, the environment had rebounded; women were creating income from collecting herbs for medicinal purposes and to sell as a tea (funded by the European Union for a mechanism tea bag processor); feed was bountiful and was supporting over 5000 livestock in the Hima for 6 days, saving approximately 200JD (c.$300) per farmer and 5000JD (c.$7500) overall.

The greatest success from the Bani Hashem Hima Society is its engagement throughout the process. While initially the President was very cautious about the idea, having seen the way the community is engaged and the benefits produced, he is now an advocate – regularly visiting other regions and also hosting many field visits. This highlights the significant change in attitudes and practices by the local community, due to the training and capacity building of the IUCN staff. This is essential, as rather than having fences, the Hima relies on community goodwill and tribal laws to ensure that the area is not breached by livestock herders.

While the Bani Hashem Hima is a success, the question remains whether this can be scaled. Each of the four Himas are quite unique and not necessarily widely replicable. Each Hima has a different direction (private land, Government land, national reserves, etc.) – while Bani Hashem relies on Government land that was previously dormant, only 100ha so far has been converted. It also relies heavily on external support in terms of rangers, as there are no fences. The future is bright, but scale is uncertain and community buy-in is essential.

Result 1: Dryland landscapes sustainably and equitably managed through strengthened institutional arrangements

Activity 1.1. Local institutions supported to implement CEMP

Hima is an ancient approach that is being revived in Jordan and around the region, originally reintegrated by Birdlife International to preserve avian fauna. The project provided a significant emphasis on institutional development and likening it with the Hima – because of the emphasis on having strong engagement by the Government and community, this also created delays as the Hima roll-out took up to two years before adequate support was established. This was widely regarded by respondents however as a success which can be built upon, rather than seen as delays.

Across each of the four sites, local strategic plans for integrated management of drylands were developed using the CEMP approach. This was done in 2011 for Duleil, Halabat, Hashmiya, and in 2012 for Bani Hashem. The process itself was extremely participatory with facilitation done by IUCN, AWO and MoA. The feedback from the community and the partners was the development of the 'shared vision' after the problem tree analysis was conducted led to the greatest level of community engagement throughout and the long term partnerships.

Activity 1.2. Institutions strengthened to manage ecosystems sustainably

The foundational activity to institutional development was the setting up of a steering committee with representatives from all key stakeholder groups and various ministries. Several steering committee meetings were held, and field visits to Hima sites were conducted, resulting in support for the CEMP approach and institutional strengthening in general to manage ecosystems – though much of the technical capacity within the MoA was already well developed, via National Centre for Agricultural Research and Extension (NCARE) in particular.

Furthermore, the MoA was strengthened throughout the project through training, capacity building, field visits, and more. This involved a range of technical advisors and partners, including ICARDA (including CGIAR Research Program on Climate Change), Global Environment Fund, Fair Trade Jordan, Royal Society for Conservation and Nature, AECOM (links with their USAID Water Reuse and Environmental Conservation project) and Mercy Corps. Moreover, IUCN provided support to MoA on the development of the revisions of the Rangeland Strategy, which is part of the National Agriculture Strategy, and included direct reference to the Hima approach.

Moreover there is significant support by the local institutions, including community / tribal structures, district MoA offices, and others. The reason for this is that the Government would prefer to have the community to manage the land due to the costs associated with it; while the community would prefer access to sites that have previously been inaccessible. Therefore, there is widespread support for the CEMP and the engagement approach. This increases the relevance of the project more broadly.

Activity 1.3. Field assessment of impact

Zarqa River Basin was selected as the pilot site based on it being an ecological hotspot. Four sites within the basin were selected based on the ability to have a tangible impact in a short period of time considering both community as well as ecological benefits. However, it is not clear from the evaluation that all four sites would meet those criteria initially set out. Furthermore, there was significant direction from the MoA on which communities and sites should be selected, which meant there was also a change in one of the sites which has not been the most effective pilot. .

There is recognition by all stakeholders that there has been a lack of monitoring and impact assessments. NCARE did environmental monitoring in Bani Hashem which included biomass and flora assessments in 2013, showing improvements (reduced feed costs, improved quality of feed, increased biomass, and return of some species) after only one season. However there is no formal agreement in place for this to continue, which would be required as part of an ongoing monitoring system. Expectations are that this would continue, but should be formalised.

Leader of Bani Hashem Hima Association showing the rotation of livestock in the three zones

Women collect the medicinal herbs in the Hima to be used for tea processing and local medicines

Result 2: Security of access rights to ecosystem services

Activity 2.1. Community understand land rights through baseline study and workshops

As AWO, MoA and many others noted, the strength of the project is the participatory approach. While it is recognised this was the cause of much of the initial delays, potentially taking two years to kick off in two of the four case studies, the result is a much greater level of engagement in the shared visions, problem trees, assessments, scenarios, and thus creating more buy-in for the process and outcomes. The emphasis on gender, environment and land rights has been well understood by the community, who seek community acceptance to Hima land approaches rather than using fences – though reliance on the rangers is still high for protection.

> *"The project has shifted the opinion of accountability – not just Government being held accountable by communities, but seeing it as a shared and mutual accountability by stakeholders", AWO*

Activity 2.2. Stakeholder dialogues supported

Participatory methodology to work with government and communities is one of the strengths, highlighting the roles and responsibilities of partners. Empowerment of local actors is part of the decision making process, facilitated through stakeholder dialogues supported by IUCN, AWO and their local partners. The result was clearly a high level of stakeholder dialogues at the national and local level across all four Himas.

With the partnership of AWO, there has been strong gender based engagement in the project. In particular through their 80 local NGOs, some of which are active as part of this project, there has been a strong emphasis by AWO and IUCN on awareness raising and capacity building. This has expanded the range of activities of the CBOs and integrated the natural environment across gender based programming.

In Duleil for example, the partner (Fatima Duleil Women's Society for Handicap) has incorporated training and awareness raising on environmental issues by mainstreaming it in to their other programs including for example Syrian refugees outreach programs. IUCN provided a training of trainers for them, and now they continue to support it through their extension programs.

Activity 2.3. Mechanisms for securing rights identified and agreed.

AWO noted that land rights in Jordan and through Islamic culture are not typically get handed over to women; however through the Hima approach there is much more voice, access and ownership by women in the use of land and the income it generates – such as the women's herbal medicinal project.

In Duleil there has been 100ha which the community owns and a further 100ha which is managed by the community on behalf of the government for the Hima; however the Government also provided 500 extra sheep and goats to the community which has exacerbated the overstocking problem in the region and was supposedly in support of the rangeland protection.

In Halabat, the Western Halabat Association is responsible for the Hima. In 2013 5ha was provided, and a further 30ha in 2014 which is on the outskirts of the castle site and is provided by the Ministry of Tourism and Antiquities. While this is a first for the Ministry and is widely accepted by the community due to the access provided, the approach being implemented has not been tested and the model is more interested in securing the land rights. To that extent it has been successful, however the reliance on fencing areas and the illegal over-grazing still prevails.

Overall the mechanisms for securing rights have been ad hoc due to the different nature of each of the four Hima sites. However, the mechanisms in each area has been for securing rights and are agreed at least in the short

term. That is much of the land has been provided by either the Government or the community on a short term basis, depending on the results of effective management as a pilot which then could be extended.

Result 3: Economic and income generating options for rural communities

Activities 3.1, 3.2 and 3.3: Identify livelihood opportunities, capacity development of participating communities, and economic assessments.

Economic cost benefit analysis undertaken by the MoA highlights the economic benefits in particular for livestock. The grazing capacity of the Hima area (in Bani Hashem where the study was) shows a 7 sheep/ha grazing capacity for 7 days per season, with an increase of up to 14.6% in vegetation cover as well. This has substantial economic impact in terms of substituting away from buying feed to having natural and higher quality feed grown in conservation areas, while also having environmental benefits.

Moreover, in Bani Hashem an opportunity to develop income through bee keeping was also identified, supported by a USAID grant of US$50,000. This has been done to support the regeneration of the vegetation of the rangeland, while also providing flora for the bees to create honey for sale. The bee keeping initiative is not a new project, however an extension of an existing income generating activity. Honey is a well-developed market in Jordan supporting the market analysis.

Income generating opportunities and capacity development of women has been a significant focus. While there has been medicinal herb collection and processing, this has not yet been fully approved and therefore has not yet generated income. However, some impacts have been seen: AWO noted that when the women first met as part of the group, they were not confident, however during the time period where they were exposed to Hima and the community based facilitation, they received training to build their capacity and create their social and economic independence. As a result, they have become more confident and are more proactive within their communities, being perceived as leaders and championing women's rights. In the future when the medicinal herbs are approved for sale, it is likely that this will support the community through added income generating opportunities.

While the Bani Hashem Hima has examples of income generation, by and large this is the only site where this has been well developed. The other sites have more of a focus on complimenting feed options for small scale and local livestock owners. Assessments as to the value of this has not been done outside of Bani Hashem, though results are likely to be less. Moreover, in Duleil for example, they are also undertaking local water harvesting which will further benefit the livestock owners and potentially lead to some small scale crop farming. During the field visit to the sites, it was observed that the environmental benefits have not fully been accrued due to the late development of the Hima (delayed by the ongoing community engagement and government support garnered in the first two years of the project). Therefore, it is not possible to assess the income generating benefits either.

Result 4: Policy development at local, national, regional and global levels.

Activity 4.1. Community capacity strengthened to participate in policy processes, and to identify successful strategies and risks

The approach by IUCN has been to facilitate local communities to be change agents. This has included representatives from the management

groups (e.g. Western Halabat Association, Fatima Duleil Womens Society for Handicaps, AWO, and others) being trained in Amman for 1 week on the Hima approach and more importantly how to engage and get acceptance by the communities. Furthermore, cross visits by members of the Hima associations have also been arranged, including to areas outside of the Zarqa River Basin.

For many this is their first time being exposed to Amman level policy development and approaches. Moreover, it has been successful in doing problem tree analysis, assessment, scenario planning, and identifying successful strategies and risk management approaches. The training provided by IUCN to this degree has been quite successful, supported through the newsletters that are produced and disseminated widely.

Activity 4.2. Forums to link communities with local and district governments – to discuss findings and support integration into policy

As has been noted previously, the main forms of linking the communities has been twofold. Firstly, the communities have had established associations or societies prior to the project that have taken on the leadership role in the Hima management. These have been exposed to a range of local and district level government agencies, whom are broadly supportive of the project. The forums that link them are regular meetings discussing more practical matters.

Secondly, communities are linked with other regions through cross visits. These have been undertaken during the project timeframe to Ma'an, Karak and Tefeila in southern Jordan, arranged by IUCN and MoA. This has largely been for the purpose of exposing other regions to the Hima approach as a way of disseminating information and gathering support for scaling up of Hima. It has been widely considered successful, and some of the communities have returned to the four Hima sites (predominantly Bani Hashem) to learn more and bring it back to their communities.

Activity 4.3. National Parliamentary Committees and media supported to communicate and demonstrate success stories

The National Committee has provided a high level of support, with a good representation of a range of stakeholders. The Government is supporting it partly because of the agricultural and livelihood benefit, the ecosystem rehabilitation, but also because of the reduced costs to government for other services once it has started (e.g. management of lands). "Of the 21 projects that I manage across a range of Ministries, I compare this with the others and this project is [better than] 90% of the other projects. I see the local communities benefiting from this project", noted one steering committee member from a central ministry.

This was echoed by the Ministry of Environment representative, noting that the main success has been the community buy-in including sheiks and women – "the UN and others are coming to MoE asking about the Hima project due to the TV stories they see, and that when we show them they see the field improvements with new plants never seen before for a long time". In June 2013 a case study was done, with a 30 minute TV presentation of the Bani Hashem Hima. This resulted in a large level of support for the project, and created a wave of interest.

Building on these earlier successes, a National Forum was conducted in 2014. This included many of the 21 members of the National Steering Committee, as well as a range of media and communication support. The purpose of it was to demonstrate the success stories and to gather further support. This was particularly interesting as in 2013 there were elections with new members, so it was important to build on what had already been achieved. Moreover, this supported the revision of the Jordan Rangelands Strategy (see below).

Activity 4.4. Through the networks of IUCN and its Implementing Partners, successful approaches, practical lessons learnt and policy implications brought to Regional Economic Councils and international fora (MEAs).

The MoA is extremely interested in seeing the Hima approach, as part of its revised Rangelands Strategy (2014), replicated in new areas. As the Rangelands Strategy was updated from 2000 to 2014 to include the Hima approach, this has been one of the greatest successes of the project. By having it in the Rangelands Strategy, it will then filter up to various other strategies and plans of the Government of Jordan, and will be able to be supported by external donors and others. This success is due to the high level Government and community buy-in.

The result is that funding requests from the central Government by the Ministry of Agriculture and Rangelands Department have now been made. Unfortunately, one of the barriers at this point for the Hima approach being expanded is the cost for the MoA to implement it further – particularly at this point, while the Government reels from the financial burden of hosting Syrian refugees. Hima is part of the sector strategies for the MoA however, and this means that in time it could be funded through the central budget. In the meantime, funding from external donors is being sought to expand the pilot projects.

Impact of Project

The project selected four sites to develop pilots on the Hima approach to rangeland management. The impact therefor is quite limited to those four sites, while the more relevant point is related to the ongoing support, replicability and scalability. When considering the indicators of achievement of the project, across all four results, these have largely been met. However, insufficient monitoring from a technical side has meant that it can be difficult to fully comprehend the localised impact of the project.

NCARE undertook an assessment after one season in the Bani Hashem site, showing that there has been reduced feed costs (supposedly by up to 75-80%, but this could not be confirmed within the field as it was only short periods of feed in the Hima), improved biomass (clearly visible when comparing the Hima to other neighbouring sites), increased fauna and return of species. This was echoed in the economic valuation done, showing that there is potential to scale up the project to new sites. However, the limitation is that this study ought to be repeated regularly over the next 5-10years to understand the sustainable impact of the project.

The impact of the Hima is positive for those with 10-15 sheep; however those with large herds of up to 10,000 travel extensively and are unable to adequately manage their herds within a Hima. Therefore while the impact has been positive, the scale of the environmental challenges are beyond which the Hima can support. When considering how many rangelands there is in Jordan, the scale of Hima and its ability to be replicated is limited in scope.

It was mentioned previously that there has also been some small scale income generating opportunities (medicinal herbs, bee keeping, economics of feed, etc.). These have not adequately been assessed and scalability is not assured. Reference was also made to the reduction of tensions and increased social cohesion from the project after developing ‘shared visions’ and having ‘supportive dialogue’. However this was not confirmed during the field visits – while clearly some of the engaged stakeholders may have improved social cohesion, with the broader community it is not clear that this indeed is the new reality.

Sustainability of Project

There sustainability of the project appears quite high, particularly in the areas where the Hima is already developed, the government policy being updated, and potential new sites for Hima. Government and community interested in extending project (IUCN Regional Director), with central and district level MoA offices broadly supporting the project and confident the approach is sustainable due to the high level of community buy-in. Role of IUCN is to provide technical support, policy development, strategic direction, and facilitate the engagement

with communities. This increases the sustainability of communities that have been engaged with, as they are less dependent on ongoing support from IUCN. As the local communities are benefiting from it, there is quite a lot of support to ensure that the access rights remain with the community for them to manage these resources appropriately. The risk is the difficulties in preventing those not from the local community to abuse the Himas through overstocking.

In terms of expanding the role of the pilot, the future seems quite bright. Karak, Ma'an and Tefeila starting to do Hima, supported by cross visits of communities arranged by IUCN and the Ministry of Agriculture. 13 communities identified to set up plans already. Moreover, as it is part of the Rangelands Strategy, it is likely that support and funding in the future may arise. Finally, IUCN has been showing the success of the Bani Hashem Hima to students from around the region, possibly leading to international cross-fertilisation of ideas.

Conclusion

The project has been well implemented in Jordan, garnering high level of support. The strengths have been the level of community engagement, and the media / communications surround the project to create buy-in from a range of stakeholders. The approach itself of using a traditional form of securing land rights, via Hima, and then linking this with livelihood opportunities is clearly a strength of the project. Moreover, the strong sense of gender engagement through an excellent partner of AWO has clearly improved the project in terms of meeting its objectives.

However, the project did suffer delays at the onset. These were largely exogenous, including change in Government and the Syrian crisis that diverted resources and attention away from the issue. The delays with a long community engagement approach means it has been hard to fully assess the impact and sustainability of the project, though it is likely to have had a positive impact on community buy-in.

The potential for adapting this to the Jordan rangelands context on a more widespread scale seems to be apparent (at least for up to 13% of the lands, subject to land right issues). One challenge is that the sites represent only a very small area, and are a pilot that represent a large amount of potential for scaling up if they are proven successful. However, it is difficult to assess this if the monitoring and evaluation is not adequately implemented.

Mali

General Overview

Forest management was decentralised in Mali 10 years ago which allowed communities across the country to use and manage the local forests themselves. The capacity to implement policies regionally though was apparently weak (according to IUCN) – as a result, the project focussed on empowering community groups to utilise the powers entailed to them. The project provided support to the Kelka communities in the Mopti Region of Central Mali. Following decentralisation, 13 village associations were created in Kelka, which were later aggregated into a larger association called Kelka Collective. The Collective are very influential; apparently 90% of households in their catchment area are now members and according to the Mid-Term Review the target population for the project in the area is 59,720 inhabitants.

According to IUCN-Mali most of the proposed activities were completed appropriately. Visual observation by the IUCN Programme Officer also suggests that most of the outcomes have been reached. Several of the activities were apparently dropped though – this includes the baseline study on land tenure, which might have affected the subsequent understanding of land rights. IUCN-Mali claim that between September 2013 and September 2014 their focus was on strengthening the capacity of actors in the areas of land and natural resources governance, the restoration of degraded lands and the development of vegetable production and marketing. In particular, the project focussed heavily on ensuring access to land for women, which is a central issue in Sahelian countries. The theory of change was based on the assumption that access to Non-Timber Forest Products (NFTP) provides an incentive to protect and manage the forest of Kelka – an assumption which appears to have held true.

The IUCN Programme Officer felt that the participatory nature of the project design was very appropriate for the context. And assumptions that the government and communities would recognise the importance of Natural Resource Management appear to have held throughout the duration of the work. The overall relevance of the project was high as the Kelka region faces high poverty and food insecurity; the land cover was also of poor quality and required the reversing of desertification and land degradation. The participatory nature of the project - through the CEMP process - ultimately meant that the community and stakeholders designed the interventions according to their own perceived priorities.

The project was slow to start as much of the first year was spent completing the work of a preceding initiative (known as LLS) and also a delay in receiving funds. The project was interrupted by conflict for at least 1-1.5 years following political unrest, with the project continuing again after August 2013. As a result, there was minimal access to the field from 2011 onwards by the Programme Officer and Coordination team.

Result 1: Dryland landscapes sustainably and equitably managed through strengthened institutional arrangements

Capacity building and institutional strengthening was central to the Mali project - in particular, the Kelka Collective was strengthened to support community participation. According to IUCN-Mali, CEMPs are now updated by the communities annually with Kelka Collectives support. The plans allow communities to identify priorities and actions that may be undertaken. The sustainability of the CEMP process is likely as Kelka Collective have apparently been strengthened to manage the planning themselves and to train the community on this process.

Following the initial CEMPs process, gardens and demonstration plots were provided to the communities and training was provided on ecosystem degradation and land restoration. Land was – for the first time – also provided to women with appropriate documentation; and according to IUCN-Mali, members of the women association (Waldé Kelka) have apparently improved their knowledge of land restoration techniques (including seed and tree planting).

The Mid-Term Review reported that restoration activities in the first two years were conducted by the communities at three different villages on 10 ha of land each. The land restoration component of the project focussed on ploughing furrows on barren land to improve the conservation in water and the regeneration of woody species by direct seeding. In December 2014, IUCN-Mali reported that 97 ha of land had been restored across 14 sites2. The Programme Officer also confirmed that this had been finalised during the three month extension period of the project. A movie taken for the project apparently shows a visible positive impact on the land.

Finally, the project responded to criticisms raised in the Mid-Term Review which claimed that monitoring project outcomes was a weakness. Since 2013, 10 members of the Kelka Collective (5 women and 5 men) were trained to strengthen their capacities for assessing impacts/effects of interventions according to the theory of change. According to IUCN-Mali, an assessment in November 2013 showed promising results (unfortunately the results of this assessment were not provided to evaluators).

Result 2: Security of access rights to ecosystem services

The project concentrated on the issue of access to land by women in the local communities through dialogue and a workshop bringing together all the relevant stakeholders. A workshop was held on 20 November 2013 on the theme '*Advocacy for Women's Access to Land*' – participants discussed extensively on social and cultural factors that hinder women's access to land. IUCN-Mali reported in 2014 that there had undoubtedly been a change in the attitudes of stakeholders towards the provision of land to women. They were also optimistic that suitable ground-work had been achieved so more land may be allocated to communities in the future. To follow-up on the work done so far, IUCN-Mali recommends the translation and dissemination of legislation and regulations on land access and use to communities and other stakeholders.

A baseline study on land tenure was apparently not conducted, which is a missed opportunity. But despite this, the project still succeeded in allocating land to the communities. The project also arranged for land to be provided to women with the appropriate documentation – which is the first time this has ever happened in the region. The Mid-Term Review reported that the project worked in collaboration with the local village council to obtain land for the communities to use as project demonstration sites. Through this process, land was acquired for forest restoration, gardening and agriculture and provided to the community. According to the final IUCN Progress Report a total of 97 ha of land was restored across 14 sites.

Result 3: Economic and income generating options for rural communities

The final IUCN-Mali progress report identified that the women association (*Walde Kelka*) had improved their knowledge and processing capacity of NTFPs after receiving training on the preparation, storage and marketing of juice and syrup from seeds and local fruit tree species. The restoration of land also apparently had a large effect on livelihoods as it was largely based on the reestablishment of indigenous trees, especially those with high market value e.g. Balanites. During an impact assessment, women in the community told IUCN that they can now grow vegetables and access gardens.

The study on the *Economic Valuation of Agroforestry and Land Restoration in the Kelka Forest*, (published in the final year) calls into question the economic benefit of land restoration in the region. It suggests that to maximise local benefits agroforestry should be prioritised over restoration; this was based on four components of analysis

[2] The final IUCN progress report lists land restoration at the following sites: Dounkoye (10ha), Korondéou (6ha), Pouty (12ha), Melo (12ha), Koressana (6ha), Tiboky (6ha), Bore (10ha), Tete-Ompto (10ha), Wori (6ha), Amba (2acres), Bima (4ha), Batouma (8ha), Kérengo (3 acres) and Ningo (5ha).

based on: 1) Firewood, 2) Nitrogen fixation, 3) Soil Moisture improvement and 4) Carbon sequestration. This study was completed as part of the Economics of Land Degradation (ELD) project due to limited EU funds available. Unfortunately this report was not published until the final year of the project. If the results were made available at the beginning of the project they could have been used to inform subsequent interventions.

Result 4: Policy development at local, national, regional and global levels.

Though the project was largely focussed on the Kelka communities, stakeholders also worked closely with the Local Environment Government Department to strengthen their capacity. This was particularly important as the department will have a responsibility to continue the work after the completion of the project. The capacity building sessions with the local government were based on topics including the restoration of land (technical) and governance (interaction with community).

The communities were also given an opportunity to participate in policy processes and to hold dialogue with the government. A regional workshop in November 2013 disseminated some of the study results from the market chain and ecosystem service studies, and it generated dialogue around enhancing the value derived from NTFP in the Kelka landscape. Over 40 participants were in attendance including representatives of Mopti Governor and the Regional Council of Mopti.

To disseminate the results and key messages from the project further, a local TV company made a movie about the initiatives used in the Kelka region. The movie was to be completed before the end of 2014 and was to be accompanied with a published magazine. At the local level, users and managers of Kelka resources were informed about the issues of sustainable management through the release of a program broadcast on local radio Douentza.

Impact of Project

An assessment of impacts and effects was apparently carried out by 10 members of Kelka Collective and another 5 people including a consultant and the project team. Generally speaking, the impact is relativly small due to the scale of the project but it has the potential to be greater if the project were to be scaled-up in the future. In particular, it is thought that the impact in the region could be significant due to the size and power of Kelka Collective.

Ecological Status

CEMPs are now updated annually which should allow communities to identify priorities in the region, but no data is being collected to measure the impact of this process. The Mid-Term Review did report though that there were several examples of villagers spontaneously rehabilitating their forest plots and traditional water-catchments based on greater confidence they had gained in natural resource governance. Training was provided to communities on ecosystem degradation and restoration. In total, 97 ha of land was apparently restored across 14 sites. Evidence of improved ecological status across 10 villages is apparently visible in the movie produced for the project. Ecological improvements include the use of indigenous species, especially those with high economic value to assist income-generating activities.

Improvement in livelihoods and nutrition of households

The provision of land and training in livelihood skills has likely led to an improvement in human well-being in the region. The Programme Officer was certain that the project had reduced malnutrition in the communities through the restoration of land and support with livelihoods - though there is no evidence for this claim. Land was provided to women for the first time with appropriate documentation which is likely to have had a substantial direct impact on them and their families. Women had reported to IUCN improved access to land and food as a result of the project (numbers unknown). For example, women's groups in the villages of Bima and Koresana have two market gardens to strengthen their resilience and to reduce the pressure of forest resources. IUCN-Mali

reported in 2014 that there had undoubtedly been a change in the attitudes of stakeholders towards the provision of land to women. They were optimistic more land may be allocated to communities in the future.

Capacity building of the community and awareness raising of forest and NRM issues

The CEMPS process, institutional strengthening of Kelka Collective and increased community-government interactions are likely to have improved bottom-up decision making. Building the capacity of Kelka Collective will also likely have long lasting benefits for the community and will strengthen the institutional platform for coordinating natural resource rights in the future. The Mid-Term Review reported that the communities appear to have gained confidence in their negotiations with government as they are more proactively engaged in the project and maintain strong relations. Kelka Collective apparently represents almost 90% of the community so capacity building of this organisation is likely to have a significant impact. IUCN-Mali report that there are visible signs that interactions between government and communities is changing, as a result of actions such as workshops and discussions. When the government prepare a project they now consider the communities more and they also apparently consider communities when developing local plans.

Sustainability of Project

This type of project is very reliant on community and government participation and buy-in which appears to have been very-much present in Mali. Kelka Collective was already very institutionally strong before the project and is likely to continue operating after its completion. The Mid-Term Review noted that Kelka Collective and the project activities continued throughout the political unrest in Mali, which suggests a high level of resilience. The review also reported that the partners and communities 'believe firmly that the Theory of Change (ToC) has changed the mentality of the village council and there is now an understanding among them that it is important to empower women'. The community management of forests also continued during the conflict despite no presence on the ground by project staff. This suggests that the communities have already taken ownership of the CEMPs and that they share the accountability for their natural resource management. CEMPs are now apparently updated by the communities on an annual basis.

The project also helped to build the capacity of the Local Environment Government Department who have a responsibility to continue the management of the work after the completion of the project. The local authorities showed their commitment to the project by mobilising financial resources to restore a 5 ha site in Batouma – the first time the government have apparently done that in this region.

After several years of operation, the emerging community institution is gaining confidence and this creates tension and occasionally disagreement with government offices. Managing those tensions and building trust is something that requires constant attention and may at some point in future require external mediation (Davies, 2012). The government have apparently prepared similar 'sustainable development' projects in other parts of Mali – largely as a result of the success of the IUCN project.

Conclusion

There is buy-in from both the community and the government and a strong partnership which is necessary for this type of project. Undoubtedly, the greatest achievement of the Mali project has been the promotion of women's enterprises and the provision of land to women in the targeted communities. This is likely to have a positive impact on the women and their households. The successful uptake of CEMPs and support for community-government interactions. As noted, "The approach was the most appropriate. Government told us you have to respect the communities and take the time to get their feedback. It is frustrating that it takes time but we understand the need."

Going forward, future projects need to ensure they are responsive to the changing capacity of the partner but must also monitor how that partner interacts with government and other stakeholders. The project has been successful so should be scaled-up across Mali but this will require more inputs. Exploring and demonstrating the potential role agroforestry may play in the region– as recommended by the Economic Valuation study – could be

another useful next step; though the costs of large-scale implementation are predicted to be high (1.6. million USD) and so may discourage engagement.

IUCN-Mali suggest that drought is also a risk to consider and that a future intervention should also include a water management component. This was also identified in the economic report, noting that water availability was raised as a major constraint to the plantation. Moreover, it was noted that any new project in the region should also include a grassland/pastoralism section. It is believed by the researchers that integrating this would improve the efficacy of future programming.

Sudan

General Overview

The target population was estimated by IUCN to comprise 1.1 million people. This includes both refugee and host community members in two states of Sudan. Note that UNHCR estimate there are approximately 150,000 refugees and asylum seekers in Sudan. Most of those residing in the project area arrived from Eritrea3. Refugees have been living in the region for 40 years after fleeing the Eritrean war of Independence, which began in 1961. IUCN supported four Sudanese project sites in total: two in Kassala State (Kilo 26 and Shagarb) and two in Gedaref State (Mafaza and Hawata). All of the sites are located on the eastern side of Sudan, bordering Ethiopia and Eritrea.

Natural vegetation has been classified as semi-desert. The communities in these regions are comprised mainly of small-scale farmers, most of whom have limited numbers of animals. Agriculture is the main occupation; the work includes rain-fed cultivation of Sorghum and Sesame and the irrigated growing of cotton and groundnuts as cash crops and wheat and sorghum as staple crops. Right to land is insecure since most small-scale farmers access land through cash-renting and share-cropping systems.

The baseline study found that the main causes of environmental degradation are wholesale clearance of plant cover by large-scale mechanised farming, over-grazing and deforestation (Eltayeb, 2011). This degradation has reportedly had a negative effect on livelihoods by reducing crop yield and income. The authors of the baseline report felt that influencing federal or state law would be difficult and so suggested that IUCN focused their efforts at the local level –to remove institutional barriers, by building a partnership system comprising competent technical departments, local communities and IUCN. A number of other specific suggestions were also made in the baseline report, including:

- More secured rights to farm land and range land;
- Establishing more community forests;
- Rehabilitation of Hemura farm;
- Establishing micro-finance to provide easy credit;
- Create other income-generating sources;
- Use energy-sources other than biomass; and
- Raising environmental awareness.

The key objectives, as described by IUCN-Sudan, were split into two groups: 1) Land rights (which affect resources, and the access and restoration of land) and 2) Planning and participation processes (including the CEMPs and the relationship between the communities and the Government/FNC).

Both FNC and IUCN reported that the objectives were set appropriately from the beginning and that they relate to national strategies and plans. FNC's substantial role and buy-in to the project supports this claim. The attempt to institutionalise the participatory approach by FNC (an approach that was introduced by IUCN), further suggests there was high relevance in-country. IUCN-Sudan believe the objectives did not relate to local or national strategies and plans at the beginning of the project, but that they do now – as the policies and strategies have begun to change, largely as a result of the work they have done.

[3] 2015 UNHCR country operations profile: http://www.unhcr.org/pages/49e483b76.html (last accessed: 11 January 2015)

Result 1: Dryland landscapes sustainably and equitably managed through strengthened institutional arrangements

According to progress reports, at least four CEMPs were designed and implemented to identify priority environmental interventions in the communities. Workshops were also used to strengthen local institutions and relations between the communities and government. IUCN believe CEMPs are still being updated by all of the communities; FNC independently stated that this is done annually. During the project, FNC have provided technical support to implement the actions identified by the CEMPs. These activities include the purchase of nursery tools/equipment and the production of 64,300 different tree seedlings. Outcomes as a result of this process include the rehabilitation of tree nurseries and the planting of indigenous tree species in public areas to raise awareness of the value of trees and agro-forestry.

Following the CEMPs, there have been attempts to experiment and implement a collaborative rain-fed agro-forestry system known as Taungya at the sites. This is a method traditionally used in the region. To begin the process,
84 hectares in Wad Elbashir were apparently demarcated, prepared and planted by local communities using this system. Refugees were granted access to newly-established forest land and then allowed to farm the land for a period of time in return for protecting saplings. In November 2014, FNC claimed that the initiative had been scaled-up to include 650 ha of land. This was done using rain-fed agroforestry initiatives at the majority of the sites (Um Sagata, Salmin, Hawata, Mafaza and Shagarabs) and irrigated agroforestry at Kilo 26. What was once bare-ground at the sites is now apparently green and fertile. Sorghum and sesame is grown in the rain-fed areas while vegetables (e.g. leaf vegetables, tomatoes and cucumber) are grown in the irrigated areas.

There is no evidence of a field assessment of impact study.

Result 2: Security of access rights to ecosystem services

A thorough baseline study on land tenure and environmental conditions was published in August 2011 (Eltayeb, 2011). The report identified that land was legally owned by the government before the project and that communities felt their access to land was insecure since they were predominantly accessing it through cash-rent and share-cropping systems. The study also reported that FNC were not effective at solving land tenure disputes. According to one respondent at FNC this has now changed substantially as a result of the project. The 650 ha of land restored and provided to communities was previously owned by FNC. Through the Taungya system, 'landless' refugee communities and some vulnerable groups from host communities were provided access to land for cultivation in return for protecting the seedlings within the forest reserves.

To support stakeholder dialogue on this topic, a number of community workshops were held to enable community members to make their case to policy makers on land tenure rights. Participants at these workshops included decision makers, scientists, MPs from targeted areas, local commissioners, line ministries, and the Gum Arabic Association. The workshops furthermore presented an opportunity for participants to interact and come up with resolutions and recommendations. These recommendations were designed for sustainable conservation and restoration of land (result 1) and the stable production and marketing of natural products to improve the livelihood of the target beneficiaries (result 3).

Result 3: Economic and income generating options for rural communities

The support to CEMPs and restoration of land is seen by FNC and communities as the most significant way to improve not only natural resource management, but also food security and income. According to FNC, the production of agricultural crop in the region has increased in a sustainable manner and livelihoods have improved as a result of these activities. As highlighted by the baseline report, the income of communities before the project was extremely low. All communities are apparently now selling produce at market and have improved income as a result. Access to markets is sometimes difficult during the rainy season (July-Sept) but is otherwise good.

The high economic value of agroforestry in the region was confirmed by a study in the final year of the project which calculated that the integration of Acacia Senegal (a high quality Gum producing tree species) with Sorghum (Sudan's primary staple crop) would benefit farmers across the southern-most watershed within Al Gedaref State by at least 2.5 billion USD over 25 years (assuming 5% discount rate). The results were disseminated through a presentation at a national workshop in the final year, which will hopefully encourage scale-up of the technique across the country (IUCN-FNC, 2014).

Training was also held on business planning to further develop livelihoods, and women from four sites received training on natural resource processing. In support of this, tools, equipment and materials were purchased, including gas kilns for drying fruit and vegetables. The Biodiversity Enterprise initiative to build the capacity of community groups to manage small businesses was not completed though and in the final year was changed to a series of awareness-raising sessions with the community. It was thought to be unrealistic to implement appropriately in the short time frame available. The awareness raising sessions used case studies from the region to show how gum and other products may be used to produce an income.

Result 4: Policy development at local, national, regional and global levels.

According to FNC a New Forest Policy has been written and is ready, but has not yet been approved by Parliament. It was written in 2013 to support the access and rehabilitation of land. Further to this, the New Forest Policy will support communities' participation in the process. A participatory approach to decision—making has apparently been fully adopted by FNC. When approved, this could have a significant impact on the way that communities are involved in decision making. Apparently, there has been a delay passing the policy due to uncertainty on land tenure issues by parliament members. FNC predict this policy will be passed in 2015.

A workshop was held in Sudan by FNC between the various 'policy makers' such as the Ministry of Agriculture, the Commissioner of Fau, as well as farmers and pastoralists, in order to open up a dialogue to inform the policy. A draft policy brief based on the land tenure study conducted in 2011 was also apparently produced (but wasn't seen by the evaluators). The policy brief captured and disseminated key land tenure issues and recommendations prior to the final-year national conference, the main purpose of which was to bring together decision makers and communities to engage on finding solutions and recommendations. Prior to the final-year National Conference a community workshop was also held on issues of land tenure, dryland common property

resources, natural resource processing and marketing. During this workshop community members were reportedly trained on participatory video techniques.

Impact of Project

During the project, IUCN's application to open a country office was rejected and as a consequence technical support was provided from Nairobi only. The project was therefore constrained by the lack of IUCN presence in the field. It could be argued that some of the more technical activities were not implemented because of this constraint – including the business training and impact assessment. Despite this, the overall outcomes and potential impacts of the project are significant. This was for the most-part due to FNC's technical capacity and political will to support the project. The work in Sudan was built upon a long-running partnership with FNC - during the project, FNC put in resources in-kind and their staff facilitated engagement with the community far beyond the scope of the project. FNC also provided important technical support and leveraged assets and resources from other projects e.g. UNHCR vehicles were sometimes used. IUCN subsequently reported that the project was easier to implement compared to other countries.

The IUCN Programme Officer tended to underestimate the impact of the project due to the lack of field access and subsequent evidence. In contrast, FNC was very confident that the project had had a significant impact on ecology, human well-being and on policy. The lack of data to prove and further explore the impact of this project appears to have been an issue in each of the four countries and something that needs to be addressed in future initiatives.

The CEMPS formed a significant part of the project in the first two years and allowed communities to identify their own priorities and actions. FNC and IUCN claim that this process, plus the communities' attendance at workshops has ultimately strengthened institutions and built their capacity so they may present their own cases to policy-makers and other stakeholders.

Following the CEMPs, FNC provided technical support to implement the activities that were raised. Undoubtedly one of the key tangible outcomes of this work was the allocation of 650 ha of land to communities for agroforestry. In 2014 IUCN-Sudan reported that trees at the sites had reached maturity and crops were doing well. According to FNC, providing access to this land has provided several modes of income and a subsequent reduction in food security. FNC also claim that the project has resulted in the promotion of peaceful co-existence between community and refugee groups and given more vulnerable members of the communities access to key land for cultivation.

> *"Because of the improved income and access to land, there is less conflict". FNC*

Without direct evidence of attribution IUCN-Sudan are hesitant to claim that such an impact has been made. Furthermore, they point out that there is an assumption that livelihood improvement leads to poverty reduction but in this case it is not possible yet to prove this has in-fact taken place, as there was no monitoring for poverty.

FNC were already technically strong - in agroforestry particularly, but they did receive training in participatory approaches. FNC has apparently since shown increased awareness of the higher level goals of the project, especially those around strengthening participation and governance. IUCN report that the government are now increasingly seeing the value in community participation. Before the project FNC had a very top-down approach to policy but now they very much acknowledge the value of community engagement in policy development. FNC have expressed intention to uphold these principles of participation through the New Forest Policy. Passing of the New Forest Policy should help institutionalise community participation and land restoration across the country.

Sustainability of Project

Due to the nature of the project, the continuation of certain activities is very dependent upon FNC and their involvement – for example, the acquisition of more land for restoration and technical support to manage existing

and newly accessible land is very dependent on FNC's involvement. If the New Forest Policy is passed in 2015 this should provide the foundations so the land restoration and participatory components of the project may be continued and scale-up. To further support this claim, the Mid-Term Review reported that FNC staff and the Director were able to visualise how the project may be applied at a national level.

There is substantial buy-in for CEMPs by FNC which mean they will likely be used continually in the future. There is also potential for CEMPs to be used outside of the forestry sector e.g. UNHCR are interested to use them as a means to identify priorities. The communities in the target area are apparently continuing to use CEMPs and update them annually but no-one is monitoring them so IUCN do not know the impact. If the CEMPs are being implemented correctly the communities should be able to continue identifying future priorities and actions through this process. With FNC's technical support this should lead to continued improvements at community-level.

Worryingly though, the Mid-Term Review identified that communities might not have been fully understanding the underlying rationale of the CEMPs and in particular, they might not yet had fully grasped the importance of identifying the roles they can play in either implementing actions directly or in taking actions to ensure other partners respond to locally-agreed plans. Due to the lack of access to the communities it was not possible to evaluate whether CEMPs are evolving from wish-lists into useful community planning tools. CEMP documents were also not provided despite being requested.

Buy-in from FNC and community participation in the process should hopefully ensure sustainable ownership and maintenance of the 650 ha of land provided by this project. The restored land is apparently in good condition and is likely to stay that way assuming the communities have an incentive to continue maintaining the sites in an appropriate manner if they wish to maintain the sites' productivity. The technical capacity of the communities to continue managing the land is unknown – it is possible they will require FNC's continued technical support for land management.

It is not clear if sufficient mechanisms/buy-in are now in place so that other communities in the region may secure land in the future. This will likely depend, in part, on the approval of the New Forest Policy in 2015 as well as FNC's continued interest in expanding the project. Promisingly, according to the mid-term review, FNC had already up-scaled its approach to agroforestry outside of the forest reserves and were working with neighbouring communities.

The Economic Valuation report was also not published until the final year which meant the results could not be used to inform the project and its activities. The economic value of agroforestry was communicated to a national workshop at the end of the project. This, along with FNCs commitment and buy-in to the process, means the likelihood of scale-up of agroforestry across the country is high.

The capacity of the communities to manage small scale rural businesses was not strengthened though some more work is required to build upon the awareness raising sessions conducted in the final year. It's important to note here that the communities also contributed their time and their communal land for restoration.

Moreover dissemination may need to improve. There is no evidence of support to National Parliamentary Committees and media to communicate and demonstrate success stories.

Conclusion

IUCN reports that most activities were completed and outcomes achieved, though many medium-term outcomes cannot be definitively proven due to lack of access to the field. Despite this limited access, the effectiveness of the project was judged to be good overall – this is largely due to the substantial effort and buy-in from the project partner FNC. Some activities were not completed: these include the monitoring of activities and an impact assessment. A Business Enterprise session, to build the capacity of participating community groups, was also not completed, as there was not enough time to do so appropriately. Other activities were completed late, such as the Economic Valuation report, which was published in the final year and was therefore too late to have any real impact on the project.

IUCN feels the conditions are in place to recommend a longer-term initiative, especially if FNC continues to provide support. The next phase would involve scaling-up to landscape level (i.e. district scale). This would include all components of this project i.e. rehabilitation of land with secure rights and guaranteed livelihoods. This is in-line with FNC's thinking - they believe the current intervention size was too small – "it was not covering all of the targeted communities, as if it were a pilot project".

IUCN's recommendations for future dryland programmes are to ensure appropriate consideration of logistics during the project design phase e.g. feasibility of project sites; who the partners are and how to engage them. It is suggested that the delivery of sustainable outcomes requires more presence on the ground and the availability of highly skilled staff.

FNC would like to see better coordination at national and international level to develop best practices and enforce the implementation of NR laws respectively. They also believe continued capacity building is required in the region.

Conclusions & Recommendations

The objective of the project was to reduce poverty, and for key dryland ecosystem services to be restored and sustainably managed in pilot areas of Botswana, Jordan, Mali and Sudan. Throughout the desk review, key informant interviews and field visits, it has been clearly shown that the objective of the project is appropriate – which explains why it has generally been well accepted, informed IUCN global policies, and has been able to influence national strategies. There is a clearly established need for ongoing support in these dryland areas, based around improving livelihoods and securing access and management rights in a mutual accountability between government and communities.

Project Successes

The success of the project across the sites has been threefold. Firstly, it has demonstrated the opportunities to improve access rights and institutional arrangements for sustainably and equitably managing dry landscapes including their restoration. There have been some extremely promising examples across the four countries of intervention, based around the use of CEMPs being facilitated by the IUCN field teams. The concept of mutual accountability and responsibility between communities and government has been widely accepted and proven to be effective at leading to improved environmental outcomes (e.g. drought management in Mali; rangeland restoration in Jordan; and Prosopis management in Botswana).

The linking of economic and livelihood opportunities to environmental resource management has also been a demonstrated success. While economic valuations have not necessarily been sufficient to make a comprehensive analysis, there are examples of success across the project. Moreover, the strong level of women's engagement has been extremely positive – most notably in Jordan and Mali where there have been successful examples of women's enterprise development. More generally there has been success in the pilots of improved natural resource management, leading to improved productivity and efficiency across the primary industries including livestock and cropping on small scales.

Finally the third strength and success of the project has been the influence at policy level. A range of forums have linked the local, district, regional and national stakeholders to develop an improved framework for dry landscape management. While in some instances forums can be talk-shops without direct action, in the countries of intervention, significant and real improvements been seen in the national setting. In Botswana there has been the drafting and review of the strategy on the control of Prosopis; in Jordan there has been the revision of the National Rangelands Strategy to include Hima approach; in Sudan they are awaiting the approval by Parliament of a New Forest Policy. However, this has not been the case in Mali where the emphasis has been primarily on regional governance with some national media.

The future instalment of the Drylands Programme by IUCN will need to build on these successes. Specifically, highlighting the case studies that have been most successful and continuing to support them. This is imperative if

the project seeks to build on the knowledge gained throughout the project, and intends to use these projects as demonstrations for others to learn from. The intention would be to replicate and increase the scale of these successes to have broader impact on the social, economic and environmental improvements being identified.

Challenges

- The project has faced two significant shortcomings throughout the four case studies. Firstly, delays to the initial implementation, due to a range of factors exogenous and endogenous to the project, have reduced the impact and possibly the sustainability of the project. In Jordan, there were long lead-in times to secure access rights; in Botswana, the project faced challenges due to the remoteness of the sites and the lack of a field officer; in Mali, the conflict has had a significant impact upon the ability to implement; and finally in Sudan, delays were caused due to relationships with Government and local partners, and difficulties faced when setting up an office.

Much of this is likely to be mitigated by IUCN moving forward with the ongoing support of the drylands projects at a global level. The second shortcoming has been the lack of monitoring data. In many of the sites, baseline studies have not been undertaken. Where baseline studies have been undertaken, the ongoing data collection to monitor social, economic and environmental indicators has not taken place. This has made it somewhat difficult for the evaluators to effectively assess all the indicators, particularly in terms of effectiveness and efficiency.

Recommendations

These recommendations are designed to inform IUCN's global dry landscapes project as this is an end of project evaluation.

1. Continue to support the development of national policy and strategy: Significant resources have been invested in improving the national policy agenda, which should continue to be supported through forums and dialogue to convert specific strategies or policies into action on the ground. The strategy for controlling Proposis in Botswana, and the ongoing implementation of the National Rangelands Strategy with the Hima approach in Jordan are two examples of where continued support could be particularly valuable.
2. Continue to support successful pilots: Successful sites can be used as national and international champions, and support should be given to replicate these endeavours. There is a risk that successful pilots that are the basis of the success stories in this project may not receive support into the future – while they may continue sustainably, it would mean they are no longer used by others as champions to learn from..
3. Prioritise gender sensitivity and women's engagement: The role of gender sensitivity and women's engagement in programming is essential. While women across the region do not typically have the same rights to land access as men, the project has shown that given the appropriate conditions, women are able to eke out livelihoods and improve the environmental management of the dry landscapes.
4. Clarify the role of economic objectives with partners: While the role of economic objectives in dry landscape projects may be clearly understood by IUCN, stakeholders in some contexts, including communities and government, have interpreted this as being a livelihoods project. While integrating economics with the environmental objectives of the project is beneficial, it should be clarified with partners that this is not an economic development program and that environmental outcomes will remain a key indicator.
5. Strengthen technical and socio-economic monitoring: Improving project monitoring – both technical and socio-economic – will strengthen the evidence-based approach to dry landscape management. The actors involved take time to adapt their practices, learn new approaches, and set up new initiatives, while the dry landscapes themselves take time to be restored and then be sustainably managed. Therefore, it is worthwhile investing resources in ongoing monitoring to strengthen the evidence base. This is particularly important for new approaches like Hima.
6. Improved external communications for target audiences: Communication material and newsletters from the projects often had quite a narrow focus on the project itself. It is not clear if this material was

effective in communicating specific messages to inform policy or actions. However, some documents produced (e.g. technical guidance briefs, policy notes) placed a stronger emphasis on the approach and wider dry landscape issues and gathered large interest, particularly when shared with TV and the media. This type of communication was much more effective at raising the level of knowledge on the issues being considered, while also garnering support for policy and implementation.

7. Ensure timeliness in the programs: The approach of CEMPs relies on a strong level of community engagement and buy-in that creates shared and mutual accountability across the project stakeholders. While this is clearly positive in terms of the sustainability and impact of the project, it is also a timely process. More time should be factored in to the start-up of the project, as well as the ongoing support. It is however recognised that project timeframes can restrict the first best solutions.

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Annexes

Annex 1: Botswana Progress Matrix

Intervention Logic	Proposed Activities	Relevance	Effectiveness	Efficiency	Sustainability	Impact
Expected Result 1 Dryland landscapes sustainably & equitably managed, including the restoration of degraded areas, based on strengthened institutional arrangements.	*Local institutions supported to implement CEMP (includes plans and community indicators)* *Institutions strengthened to manage ecosystems sustainably (include land restoration)* *Field assessment of impact*	The activities and outputs were appropriate and contributed well to the theory of change. The results align well with national strategy – specifically, activities contributed to the development of a national strategy on integrated Mesquite management. The capacity building of Borvast Trust aligns closely with the government's CBNRM policy. The methodological approach was appropriate, especially the participatory nature.	Two of three activities were met: CEMPs were completed in 4 villages to identify priorities and actions required. The priorities identified included livelihood mismanagement, bush encroachment and Prosopis invasion. An integrated mesquite management plan was created for the BORAVAST trust (after an annual regional forum, fieldwork, dialogues and capacity needs assessment). TAC received training on the control of Prosopis. A chemical clearance method was successfully tested in the villages, with grasses and acacia now returning to the area. A national strategy on the control of Prosopis drafted, with the assistance of IUCN. Project has focussed heavily on the control of Prosopis. Action is still required on bush encroachment and other land management issues. There was no evidence of community indicators or field assessment of impact.	Project was slow to start. No formal partnerships established during year 1. Project will potentially result in significant impacts if Prosopis and other invasive species can be controlled in the Boravast communities and across the country using the National strategy. CEMP used a training of trainers methodology with TAC. Project had significant buy-n from government which allowed for national impact. The speed of the project was apparently slow due to the time required to engage officials The Kalahari-Namib project was providing co-financing. IUCN was executing both the EC and KNP projects simultaneously, ensuring efficient use of resources for complementary activities.	CEAPS have not yet been updated by the community to reflect on past actions or revised priorities. Due to passing of time since the original CEMPs, re-training of the TAC and community on this process is likely to be required. The CEAPs also need to be translated into a practical work plan for the community and the government to use. Institutions and the community were likely strengthened by participation in CEMP process and attendance at meetings and workshops. The community used the integrated Mesquite management plan to develop a community action plan of their own around Prosopis management and engaged with UNDP small grants programme for additional funds. The project resulted several policy changes which (if passed) will have long-lasting effects in Botswana. Clearance of Prosopis to be conducted by another agency after the completion of an Environmental Impact Assessment. The Boravast still needs to be strengthened and	The project has resulted in a number of policy changes: 1) The inclusion of a clause on Prosopis management and control in the Forest and Range Resources Bill. 2) The development of a National Strategy on integrated mesquite (Prosopis species) management. The integrated mesquite management plan for Boravast should strengthen community institutional capacity and provide different strategies to the community. Training also appears to have built the capacity of the BORAVAST trust. Inclusion of clause on Prosopis management and control in the Forest and Range Resources Bill gives DFRR mandate to manage Mesquite. The development of a national strategy on integrated Mesquite management should allow scale-up of impact at national level. The impact on land cover has been minimal so far. Chemical trials have been applied to test plots only.

					given appropriate legal status if they are to continue activities themselves. Better monitoring systems are required to measure the impact of interventions.	
Expected Result 2 Security of access rights to private and common pool ecosystem services strengthened, with special attention to those important to women and vulnerable groups.	*Community understand land rights through baseline study and workshops* *Stakeholder dialogues supported* *Mechanisms for securing rights identified and agreed.*	Land tenure study was not well-received by regional government and as a result, no mechanisms for securing rights have been identified or agreed. But a dialogue on communal land management has now opened up at national level following a Rangeland workshop. This needs to be followed-up with another workshop that this time also involves private land owners.	Land tenure study conducted in 2011 to review existing governance structures and environmental condition in project area. The land tenure study was not well-received by regional government so subsequent work was refocused to highlight the challenges and opportunities to sustainable rangeland management. Printed as a book chapter. Community were taken to a holistic farm to see how rotational farming may be managed at community level. A Rangeland forum was held in 2014 to discuss the management of communal drylands. No Mechanisms for securing rights appear to have been identified or agreed.	Land tenure study was not well-received by regional government and as a result, no mechanisms for securing rights appear to have been identified or agreed. Absence of a project field officer led to difficulties with fostering relationships between government focal persons and community members	There was discussion on sustainable rangeland management and use of communal land at a national workshop. Perceptions of the workshop were apparently positive. Another workshop is planned with private land owners. IUCN hope this might lead to changes in Rangeland Management in the future. Stakeholders have not yet bought-in to the activity objectives. No evidence of change in knowledge, attitudes and practices of community on this issue. It is suggested that another national workshop is held as part of a longer term engagement on the initiative.	Land tenure study published as book chapter. National workshop may have initiated dialogue on the issue of communal dryland management. Land tenure study was not well-received by regional government and as a result, no mechanisms for securing rights appear to have been identified or agreed. No likely impact on environmental stress or human well-being. No policies informed.

Expected Result 3 Economic and income generating options for rural communities explored and supported based on natural resource commodities and on valuations of ecosystem services.	*Livelihood opportunities identified, benefits identified and business plans developed (includes market and value chain study)* *Capacities of participating community groups to manage small scale rural businesses strengthened* *Economic assessment of the values of ecosystem services to livelihoods undertaken, with specific consideration given to stakeholder group, cultural and gender issues (+ communicate economic benefits of drylands).*	Not clear if objectives were set appropriately from the beginning. The activities and outputs were appropriate and contributed well to the theory of change. Objectives align with Government Poverty Alleviation Programme.	One of the three activities was fully achieved (e.g. the identification of livelihood opportunities). The capacities of stakeholders still need to be developed further though and the economic assessment was conducted too late to be fully effective: Livelihood opportunities were identified including 1) prosopis pod processing, 2) horticulture gardens and 3) a camp site on the border of the Trans-Frontier park. Training was provided to BORAVAST and other stakeholders. Training topics were varied and included financial management, project cycle, product marketing etc. An economic study was conducted in 2014 to guide alternative livelihood strategies The project budget was insufficient to cover the cost of hiring a consultant for the TEV and market study, which caused the delay.	Not all activities were conducted. The economic study was conducted too late in the project (final year) to achieve full impact. Funds for the TEV and market study in 2014 were combined with the KNP project. Tangible outcomes and impacts achieved so far are very small but have the potential to provide significant sources of income for the Boravast Trust and as a result have a significant impact on the communities.	The impact will depend on whether the community decide to adopt any of the livelihood opportunities. Commitment to projects has been an issue in the past. Pilot projects and the economic study were all conducted in the final year of the project; as such, the sustainability of the livelihood opportunities is now reliant on other on-going projects. It is clear that more work is required to better understand potential markets to ensure the sustainability of the proposed livelihood opportunities. Previous economic projects in the villages have failed due to the lack of market and the remoteness of the sites. More practical training is also likely required as well on the use and maintenance of grinding mills, horticultural gardens and on the management of the proposed camp site.	The outcomes from the economic study will be minimal as it was conducted too late in the project. The initiation of pilot projects has motivated some elements of the community. It is encouraging that Rappelspan requested their own horticulture garden and appear to be taking ownership of the project. The horticulture garden in Stuizendam is big enough to produce substantial income – it is too soon to say if this will be sustainable or not though. Similarly, the camp site could be a significant income generator for the Boravast Trust if the application is successful and the site subsequently managed well. Diversification of livelihoods should ultimately help the economic conditions of the communities and ultimately lead to less reliance on unsustainable rangeland management.
Expected Result 4 Policies informed and influenced at local, national, regional and global levels.	*Community capacity strengthened to participate in policy processes, and to identify successful strategies and risks (e.g. participatory videos, community papers, community aware of impact and lessons learnt and have a needs list for future)* *Forums to link communities with local and district governments – to discuss findings and support integration into policy*	The activities and outputs were appropriate and contributed well to the theory of change. The government felt one of the most significant impacts of the project was giving communities a platform to raise their issues. The results align well with national strategies.	The project contributed to all four proposed activities: Institutions likely strengthened through community involvement in stakeholder meetings for the National Strategy at local and national level. This includes Boravast Trust and Village Development Committee (VDC) and community reps who engaged with high-level delegates. Communities able to communicate challenges of invasive species at the 11th Conference of Parties for the	Absence of a project field officer, led to difficulties with fostering relationships between government focal persons and community members. Kalahari-Namib Project funded the UNCCD and other meetings/workshops. The EC project activities compliment the Kalahari Namib Project in Botswana creating the space for successful approaches, practical lessons and policy implications to be shared with ORASECOM and SADC through	The capacity of the community has been built to engage with TAC and policy processes that affect them at District and National level. Close collaboration with DFRR and other government agencies (e.g. TAC) to implement the project strives to ensure greater sustainability The project is also aligning with Government priorities to secure additional funding and resources. Further capacity building of Boravast Trust is still required.	The government feel that one of the most significant impacts of the project was giving communities a platform to raise their issues. Government understand the value of participatory approaches and believe this should now be scaled-up across the country. Community identified and communicated Prosopis issues to international, national and regional audiences.

	National Parliamentary Committees and media supported to communicate and demonstrate success stories *Through the networks of IUCN and its Implementing Partners, successful approaches, practical lessons learnt and policy implications brought to Regional Economic Councils and international fora (MEAs).*		United Nations Convention to Combat Desertification (UNCCD) event and through participatory video methods. DFRR and other stakeholders attended UNCCD and held side-event on Prosopis species. In order to ensure that successful approaches, practical lessons and policy implications are brought to Regional Economic Councils and international fora, the Kalahari Namib project, which is co-financing this project, established a Regional Steering Committee (inclides UN and gov. of Botswana, South Africa and Namibia). Media (Botswana radio and newspapers) apparently reported the Prosopis case study.	the Regional Steering Committee.	Community and government need to be re-trained in CEAPs process and done again to reflect on new priorities.	

Annex 2: Jordan Progress Matrix

Intervention Logic	Proposed Activities	Relevance	Effectiveness	Efficiency	Sustainability	Impact
Expected Result 1 Dryland landscapes sustainably & equitably managed, including the restoration of degraded areas, based on strengthened institutional arrangements.	*Local institutions supported to implement CEMP (includes plans and community indicators)* *Institutions strengthened to manage ecosystems sustainably (include land restoration)* *Field assessment of impact*	Four sites were selected, one of which was changed from the initial proposal. The active engagement with the community through the CEMP ensured that the plans developed and indicators were appropriate for the objectives being sought.	The engagement and capacity building associated with Result 1 was implemented effectively. Moreover there was a large amount of stakeholder engagement (Ministries, Departments, District level staff, NGOs, research institutions and others) which ensured that the CEMPs were done in a comprehensive manner. Baseline surveys however were only done in one of the four sites by NCARE (Government agency).	The CEMPs took in some situations over two years to be developed. This was delayed partially due to the change in Government throughout the process. However, this was also a failure of IUCN to be able to follow the initial work plans, something which was raised during the mid term review. While the effectiveness was improved as a result of the ongoing engagement at all levels, and is likely to ensure future sustainability, the reality is that it negatively affected the project in terms of efficiency and impact because there was not adequate time remaining to support the CEMPs / four HIMA sites once developed. Future projects should take more time in to consideration for the stakeholder engagement process.	The sustainability of the project is likely to be high, but it is uncertain due to the lack of time that has passed since the starting of the CEMP implementation in the four Hima sites. The high level of community buy-in, particularly in Bani Hashem for example, means that it is likely to be very sustainable there. Social and economic benefits have in the short term have been demonstrated. However, in other sites it is not as clear. Ongoing support in the four Hima sites by the Ministry of Agriculture and IUCN would improve the likelihood of success and sustainable benefits.	There has been improved land management and restoration across two of the sites, however the other two have only just started their management which makes it difficult to ascertain a substantial impact within the timeframe of the project. NCARE has only undertaken biomass assessments in Bani Hashem, and baseline monitoring and impact evaluations are recommended in the other sites. This is important as they are seen as pilots for potential further expansion. The reality is that the project is less than 400ha in total, but has potential to scale up to tens of thousands of hectares.
Expected Result 2 Security of access rights to private and common pool ecosystem services strengthened, with special attention to those important to women and vulnerable groups.	*Community understand land rights through baseline study and workshops* *Stakeholder dialogues supported* *Mechanisms for securing rights identified and agreed.*	IUCN and its partners have developed new approaches to securing land rights based on traditional Hima approaches. This has been developed through significant community engagement and stakeholder dialogue. By developing an approach that provides mutual accountability with the community and other Government / land managers, this is likely to be the most appropriate tool moving forward.	The Hima approach which builds on community understanding from workshops, stakeholder dialogue including high level government (specific note for Ministry of Agriculture and Ministry of Tourism and Aniquities) has been effective at providing a pathway for securing rights. Moreover, despite the time taken, the approach has been effective at creating rights for land access and management by the community. Some of these are temporary based on a performance basis, while other land is 'donated' by the community itself.	The efficiency of securing land access and management rights in a mutual accountability framework is uncertain. While it is recognised that there is significant time required for engagement and dialogue with stakeholders to ensure an effective mechanism, the efficiency of an approach can only be justified if larger scale land is put under this framework based on successful pilots. The one concern raised throughout the field visit is the reliance on fences or Rangers to protect the land, which under the Hima system should be done by	The sustainability of the Hima approach is dependent upon there being mutual accountability and benefit of the stakeholders. Due to the amount of time that has passed from the Hima development, it is not certain whether this will be met or not. However, community and the Government are very keen to ensure that it is sustainable.	Despite the fact that the environmental, social and economic benefits have not fully been able to be tested (except perhaps in Bani Hashem, with the others more recently only being managed in the Hima approach) the impact of securing the land rights has been very positive and strong. It is important for the process to continue as a pilot to scale up more.

				the community through inter- and intra-community agreements. This has not borne out fully, and in some areas external (and paid) support is required to protect the Hima from other livestock managers.		
Expected Result 3 Economic and income generating options for rural communities explored and supported based on natural resource commodities and on valuations of ecosystem services.	*Livelihood opportunities identified, benefits identified and business plans developed (includes market and value chain study)* *Capacities of participating community groups to manage small scale rural businesses strengthened* *Economic assessment of the values of ecosystem services to livelihoods undertaken, with specific consideration given to stakeholder group, cultural and gender issues (+ communicate economic benefits of drylands).*	Livelihood opportunities were identified, mostly focusing on the improved livestock management of the Hima but also including other activities such as medicinal herbs with women's group, beekeeping / honey producing, integrating with small scale agricultural initiatives, and more. The small scale rural businesses have been identified and are integrated within the community structures. This is appropriate for the context as the economic benefits for the communities are integral for achieving the social and environmental objectives.	The effectiveness of the development or strengthening of small scale rural businesses is uncertain. There are some successful examples, particularly in terms of the livestock management through reduced requirement of procuring external feed. However, in terms of strengthening other small scale businesses these had only started up and so the economic benefit is not confirmed. Moreover with the women's herbal medicine harvesting and tea production the approval by the relevant ministry for selling of these products had not been provided at the time of the evaluation (though was pending). It is worth stating that the cultural and gender integration has been extremely successful.	The efficiency of developing livelihood opportunities has been very positive. Specifically, IUCN and the communities have been able to gather additional external support (e.g. from the European Union and USAID) to support the activities. Furthermore, the communities have been willing to contribute their own resources – financial and human – to these activities.	Not enough time has lapsed since the initiation of the livelihood opportunities to ascertain whether the development of new value chains and economic opportunities scan be sustained. It is likely that the environmental benefits linked with economic return, such as reduced feed cost, are sustainable if the Hima approach is sustainable. However, the other activities are not as certain. Further economic assessments are required.	What has been demonstrated so far has been improved value from the Hima in terms of livestock feed which has a significant economic return for the communities. Outside of that, in terms of the other livelihood activities - such as medicinal herbs, bee keeping, tourism, etc – there have not been assessments to demonstrate the economic return. However it is clear that there are economic benefits from the approach being developed which is why there is such a large amount of community engagement and support for the project.
Expected Result 4 Policies informed and influenced at local, national, regional and global levels.	*Community capacity strengthened to participate in policy processes, and to identify successful strategies and risks (e.g. participatory videos, community papers, community aware of impact and lessons learnt and have a needs list for future)* *Forums to link communities with local and district governments – to discuss findings and support*	One of the major strengths of the project in Jordan has been the strong level of community engagement with the Government, policy makers, and linking with other stakeholders. This has had significant impacts and benefits for the project, including for example the influence on the National Rangelands Strategy. The approach to bring in external stakeholders including other technical experts, partners such as AWO, NCARE for the analysis, and a range of international IUCN	The community often for the first time has been exposed to District, Governorate and National level engagements on the policy of rangelands management. The IUCN and partners have effectively supported them to engage through awareness campaigns, participatory planning, media, and more. The forums to link the communities with these partners through the National and local committees was very well received, and regularly met in the four situations. This included non-	The efficiency of such level of engagement is difficult to measure. What is most important is that it continues to ensure that the costs already invested are built upon for future approaches. While it took some time for all the stakeholders to have a decent level of buy-in in the Hima approach, and a willingness to provide access and management rights, it is likely to be quicker in the future as the foundations have now been prepared.	The integration of the four communities into discourse with the local politics is likely to be extremely sustainable. Moreover, the integration of the Hima approach into the National Rangelands Strategy ensures that it will be a sustainable approach to resource management into the future. The communication campaigns are not necessarily sustainable, as much of it relates to the project specifically or is not able to be further rolled out without additional resourcing. However, the	There is a significant amount of potential for the Hima approach to be scaled up across much of Jordan. The Result 4 and its associated activities provides a significant opportunity for this to be realised, particularly if the lessons learned can be drawn upon. The fact that it is in the National Rangelands Strategy is the most significant impact the project could have envisaged.

	integration into policy *National Parliamentary Committees and media supported to communicate and demonstrate success stories* *Through the networks of IUCN and its Implementing Partners, successful approaches, practical lessons learnt and policy implications brought to Regional Economic Councils and international fora (MEAs).*	partners as part of the learning and development has been well received by the national committees. The outreach to the media has been appropriate to gather buy-in from partners, including an often referenced TV campaign that was done.	traditional partners such as Ministry of Tourism and Aniquities. The practical lessons learned in this has been well developed and integrated into policy, specifically the National Rangelands Strategy. It is likely that this will be further adopted by the Ministry of Agriculture and become a feature approach to rangeland management, something which affects much of Jordan.		knowledge and attitude change sought has already been developed for many stakeholders. Significant documentation has been developed that can be drawn upon in future. However, further lessons learned for communities would be beneficial. There have been some cross-visits with communities which may result in further Himas being developed, such as in southern Jordan, for example.	

Annex 3: Mali Progress Matrix

Intervention	Proposed Activities	Relevance	Effectiveness	Efficiency	Sustainability	Impact
Expected Result 1	Dryland landscapes sustainably & equitably managed, including the restoration of degraded areas, based on strengthened institutional arrangements.	The project is relevant as forest management was decentralised 10 years ago. The project provides training on how communities may manage the forests sustainably. The overall relevance is high as the area faces high poverty and requires reversing desertification.	Three CEMPS formed the core of this project through analysis of degraded land areas.. Restoration undertaken in Batoma and Mbebba at 3 different sites, each 10 hectares in size. 100ha of land were set-aside in the final year to allow replanting of indigenous trees. The CEMP process was supplemented with training sessions on land degradation. The Kelka Collective has apparently been strengthened to produce and manage their own planning process and to train the community on this. An assessment of impacts was also conducted in the final year.	Project was implemented with very few resources in-country Implementation was slow to start with due to wrapping-up of the old LLS project, delay in receiving funds and the political crisis – but many of the activities were successfully implemented in the final year.	The community management of forests continued during the conflict suggesting the plans are owned by the community and they share accountability for their natural resource management. The Kelka trust also survived the conflict highlighting the strength of bottom-up approaches.	14 Villages agreed to set-aside almost 100ha of degraded land in the project's final year.
Expected Result 2	Security of access rights to private and common pool ecosystem services strengthened, with special attention to those important to women and vulnerable groups.	Relevance is high as the project was focussed on access and rights to land for women, which is a central issue in Sahelian countries.	A workshop, baseline study and demonstration plots were used to educate the community on land rights.	Project was implemented with very few resources in-country.	Sustainability of access rights is not clear.	Short-term impact appears to have been good but long-term impact is as yet unknown.

Expected Result 3	Economic and income generating options for rural communities explored and supported based on natural resource commodities and on valuations of ecosystem services.	The project is relevant as it is building upon the decentralisation of forest management which occurred 10 years ago. The overall relevance is high as the area faces high poverty and requires reversing desertification	The project provided livelihood training (NTFP processing techniques) and advocacy at a regional workshop. An economic assessment on the values of NTFP was not implemented due to limited funds. Land restoration work included the reestablishment of indigenous trees, especially those with high market value e.g. Balanites.	Despite the low inputs very few outputs were produced for this result due to limited funds and delay in implementation.	Sustainability is not yet clear. There appears to have been good buy-in from the community and other stakeholders. To promote stakeholder buy-in the results were presented at a regional workshop (with over 40 participants) on the economic importance of NTFP.	The inventory of NTFPs and training will hopefully act as a spring-board for further action by the community and other stakeholders.
Expected Result 4	Policies informed and influenced at local, national, regional and global levels.	The project is relevant as it is building upon the decentralisation of forest management which occurred 10 years ago. The capacity of communities to implement this policy was weak prior to the project.	A local convention was developed by the local community and was well-received by stakeholders (we require more information on this convention). The local community was supported to hold dialogue with government through a regional workshop.	The project was implemented with very little resources in-country.	Not clear if the community has been strengthened yet to the point where it can identify successful strategies, analyse and manage risks. The MTR noted that Kelka has become too strong in its negotiations with government.	It is not clear if the local convention was implemented or not. There was no support to disseminate results at national level, however, this is only a mid-term review. Also no apparent impact at international level.

Annex 4: Sudan Progress Matrix

Intervention	Proposed Activities	Relevance	Effectiveness	Efficiency	Sustainability	Impact
Expected Result 1 Dryland landscapes sustainably & equitably managed, including the restoration of degraded areas, based on strengthened institutional arrangements.	*Local institutions supported to implement CEMP (includes plans and community indicators)* *Institutions strengthened to manage ecosystems sustainably (include land restoration)* *Field assessment of impact*	FNC reported that the objectives appear to have been appropriately set from the beginning and that they relate to national strategies and plans. There was substantial FNC involvement and buy-in throughout the project, which further suggests high relevance in-country. The institutionalisation of the participatory approach by FNC also suggests high relevance in-country. The results align closely with the theory of change.	Most of the activities were conducted (despite limited access to the field by IUCN, largely because of substantial effort by FNC): At least 4 CEMPs were designed and implemented. Workshops were used to strengthen local institutions and relations between the communities and government. FNC provided technical support to implement the activities identified by the CEMPs – this focussed on the rehabilitation of tree nurseries and the application of agroforestry. There is no evidence of an assessment of impact.	The project was implemented with very little resources in-country. FNC contributed substantial inputs to the project including technical support at the restoration sites. Remote support from IUCN was limited due to logistics and in-particular, the lack of a country office.	The communities apparently continue to implement and update the CEMPs annually. As a result, communities should be able to identify future priorities and actions through this process. The communities have an incentive to continue maintaining the restoration sites in an appropriate manner if they wish to maintain the sites high productivity. FNC continue to provide technical support towards the restoration of community land. There is interest from other UN agencies to implement the CEMP process e.g. UNHCR to identify priority projects.	Rain-fed agroforestry was identified as a priority during CEMPs and is now in place across 650 ha of land (according to FNC). FNC claim the restoration sites are green, fertile and producing sorghum and sesame for the communities, which will likely impact positively on their livelihoods and overall well-being. Further outcomes include the rehabilitation of tree nurseries and the planting of indigenous tree species in public areas. This is likely to raise awareness of the value of trees and agro-forestry.
Expected Result 2 Security of access rights to private and common pool ecosystem services strengthened, with special attention to those important to women and vulnerable groups.	*Community understand land rights through baseline study and workshops* *Stakeholder dialogues supported* *Mechanisms for securing rights identified and agreed.*	FNC reported that the objectives appear to have been appropriately set from the beginning and that they relate to national strategies and plans. There was substantial FNC involvement and buy-in throughout the project, which also suggests high relevance in-country. The institutionalisation of the participatory approach by FNC further suggests high relevance in-country. The results generally align closely with the theory of change.	All of the activities have been achieved: A thorough baseline study on land tenure was completed in 2011. Workshops and dialogue were held between communities and stakeholders regarding land tenure arrangements. Access to 650 ha of land was provided to refugees and some host community members based on the Taungya rain-fed agro-forestry system.	The project was implemented with very few resources in-country. FNC contributed substantial inputs to the project. The land tenure study was published early and provided information that was useful for the remainder of the project.	Buy-in from FNC and community participation throughout the process should ensure sustainable ownership of the 650 ha land provided for this project. According to the mid-term review, FNC had already up-scaled its approach to agroforestry outside of the forest reserves and were working with neighbouring communities. It is not clear if sufficient mechanisms/buy-in are now in place so that other communities in the region may secure land in the future. This will likely depend, in part, on the approval of the New Forest Policy in 2015.	There is now likely to be less reliance on insecure means of accessing land by communities such as the use of cash-rent and share-cropping systems. The provision of land to produce sorghum and sesame will likely positively impact on the communities' livelihoods and overall well-being. FNC report positive environmental conditions at the site. By providing 650 ha of government land to the communities, FNC have shown willingness to assign trust to the communities to manage their own land.

Expected Result 3 Economic and income generating options for rural communities explored and supported based on natural resource commodities and on valuations of ecosystem services.	*Livelihood opportunities identified, benefits identified and business plans developed (includes market and value chain study)* *Capacities of participating community groups to manage small scale rural businesses strengthened* *Economic assessment of the values of ecosystem services to livelihoods undertaken, with specific consideration given to stakeholder group, cultural and gender issues (+ communicate economic benefits of drylands).*	FNC reported that the objectives appear to have been appropriately set from the beginning and that they relate to national strategies and plans. There was substantial FNC involvement and buy-in throughout the project, which further suggests high relevance in-country. The results that were achieved generally align closely with the theory of change.	Half of the activities were not finished completely or on time (specifically, turn-over of staff and limited field access meant business training was not provided and the economic study not completed until the final year): Workshops were successfully held with the communities to identify and train members on processing techniques. This was supplemented with the provision of relevant tools and materials including gas kilns. The Business Enterprise sessions to build the capacity of participating community groups to manage small-scale rural businesses were not completed. Instead, a series of awareness sessions were held to show case initiatives from the region. The economic valuation of agro-forestry was completed and successfully quantified the value of agroforestry to the region, but unfortunately the results were not available until the final year.	Project was implemented with very little resources in-country and the impact on livelihoods through increased access to land for agroforestry is very high.	The capacity to manage small scale rural businesses was not strengthened. More work is required to build upon the awareness raising sessions. The economic value of agroforestry was communicated to a national workshop at the end of the project. This, along with FNCs commitment and buy-in to the process, means the likelihood of scale-up of agroforestry across the country is high. Training and tools will likely continue to be used by a small component of the community. Note that number of tools/trainings received is unknown. .	The project has likely had a very positive impact on livelihoods. Most of the positive impacts on livelihoods have come as a result of CEMPs and the subsequent access and restoration of land by agroforestry (described in results 1 and 2). The economic study quantified the economic benefits of agro-forestry system to be at least 2.5 billion USD over 25 years (assuming 5% discount rate). The economic value of agroforestry was communicated at a National Workshop which will hopefully encourage scale-up of agroforestry elsewhere in the country. The activities completed for result 3 will likely only have a minimal impact on the communities. A small component of the communities received training and tools which will likely support their livelihoods and subsequent well-being.
Expected Result 4 Policies informed and influenced at local, national, regional and global levels.	*Community capacity strengthened to participate in policy processes, and to identify successful strategies and risks (e.g. participatory videos, community papers, community aware of impact and lessons learnt and have a needs list for future)* *Forums to link communities with local and district governments – to discuss findings and support integration into policy* *National Parliamentary*	FNC reported that the objectives appear to have been appropriately set from the beginning and that they relate to national strategies and plans. There was substantial FNC involvement and buy-in throughout the project, which further suggests high relevance in-country. The institutionalisation of the participatory approach by FNC further suggests high relevance in-country. The results generally align closely with the theory of change.	Most activities were completed: To support stakeholder dialogue a number of community workshops were held to enable community members to make their case to policy makers on land restoration and land tenure rights. Communities have apparently been trained to create participatory videos. Several local and national workshops were held between policy makers and farmers/pastoralists to inform the New Forest Policy and to communicate a draft policy brief	Project was implemented with very little resources in-country. FNC contributed substantial inputs to the project. The impact of the New Forest Policy could be particularly high if it encouraged the restoration of land and the participation of communities in this process.	Various workshops have been held to bring together policy makers to open up a dialogue to inform policy. These appear to have been one-off events though. Sustainability of land restoration and the participation component of the project is likely to continue if the New Forest Policy is passed in 2015. The work in East Sudan has also attracted interest from other UN Agencies. No evidence of support to National Parliamentary Committees and media to communicate and	Impact on national level is high: FNC claim to have fully institutionalised participatory approaches and included participatory approaches in the New Forest Policy (which FNC claim is to be published in 2015). The policy also supports access and rehabilitation of land, further supporting the sustainability of the project.

	Committees and media supported to communicate and demonstrate success stories *Through the networks of IUCN and its Implementing Partners, successful approaches, practical lessons learnt and policy implications brought to Regional Economic Councils and international fora (MEAs).*		based on the land tenure study. There is no evidence of support to National Parliamentary Committees and media to communicate and demonstrate success stories.		demonstrate success stories,	

Annex 5: Terms of Reference

Final Project Evaluation of Securing Rights and Restoring Lands for Improved Livelihoods: Submission by IMPACT Initiatives & ACTED

A. EXECUTIVE SUMMARY

Sector (s)	NRM and Agriculture	Working Group Lead (s)	N/a
Donor	International Union for Conservation of Nature (IUCN)		
Country	Global (Jordan, Mali, Botswana, Sudan and Kenya/Nairobi)		
Specific location	Field Visits – Nairobi, Jordan and Botswana		
Main objective	The general purpose of the evaluation is to assess the achievement of project results and to draw lessons that can both improve the sustainability of benefits from this project and inform future project design. The evaluation should be structured around the evaluation criteria of relevance, effectiveness, efficiency, sustainability, and impact		
Specific objectives	• Relevance: How does the project relate to IUCN's Global Programme Areas and to environment and development priorities at the local, regional and national levels? • Effectiveness: To what extent have the expected outputs and results of the project been achieved? • Efficiency: Assess whether the project was implemented efficiently, in-line with international and national norms and standards. • Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results? • Impact: Assess whether there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status, and to reduced poverty and/or improved human well-being in the long-term.		
Data Sources	Primary Data Collection: Semi-structured interviews with key stakeholders; structured surveys of key stakeholders; case study of two countries; audit of project documentation. Secondary Data Collection: Desktop review.		
Sample	*Snowball and purposive*		
Period of assessment	October – December 2014		
Key activities	1. Sign of agreement, draft evaluation plan 2. Inception meeting 3. Inception report including finalisation of evaluation plan 4. Desktop review 5. Key informant interviews 6. Field visit (at least Botswana and Jordan) 7. Preliminary findings workshop / presentation 8. Analysis and draft report 9. Final report		
Expected Deliverables	1. Inception report 2. Preliminary findings presentation 3. Draft report 4. Final report		

B. CONTEXT OF EVALUATION

The IUCN designed the Securing Rights and Restoring Lands for Improved Livelihoods project in response to the Millennium Ecosystem Assessments highlighting the concern related to desertification. The project uses conservation, restoration and sustainable management of ecosystems services as the basis for improving livelihoods. This is achieved through more secure land rights, better management, and enhanced income generation opportunities. The project is implemented in four diverse dryland areas of Botswana, Jordan, Mali and Sudan. The project started in December 2009 and ran for five years with a no-cost extension from Jan 2014 to Dec 2014. The evaluation requested focuses on the four objectives:

- Dryland landscapes sustainably and equitably managed, including the restoration of degraded areas, based on strengthened institutional arrangements.
- Security of access rights to private and common ecosystem services strengthened, with special attention to those important to women and vulnerable groups. (NB: During project implementation it became apparent that access rights was part of the challenge to sustainable managing the natural resources and it became important to secure rights at a higher level of community to allow appropriate management and control.)
- Economic and income generating options for rural communities explored and supported based on natural resource commodities and on valuations of ecosystem services.
- Policies informed and influenced at local, national, regional and global levels

The midterm review in 2012 found that *in general project implementation has been slow due to various challenges, the most striking being the remote management of the project in the absence of a project field officer, leading to the difficulties with fostering relationships between government focal persons and community members. However, despite the challenges, the project in Botswana has made some significant strides to engage the community and government through a Prosopis forum, which as a result has stimulated the development of district plans to eradicate the invasive alien species Prosopis. A study on land tenure, although not disclosed yet, will probably yield useful recommendations for sustainable land management. The confidence and level of engagement of the local community is also a positive outcome of the project so far, as well as the influence on other projects in promoting a more participatory approach. Through the project evaluation several recommendations have been given to each of the stakeholders concerned with the project.*

While much has clearly happened since the midterm review, this evaluation will take a more holistic perspective of the project and assess the relevance, effectiveness, efficiency, sustainability and impact of the whole of project. The approach developed henceforth is based on *The IUCN Monitoring and Evaluation Policy* and the *Terms of Reference*.

C. METHODOLOGY

C.1. Main Objective

The main objective of the evaluation is to provide evidence of the achievement of results and institutional performance based on the theory of change developed at the beginning of the project. Specifically, this includes based on the *Terms of Reference*:

- Relevance: How does the project relate to IUCN's Global Programme Areas and to environment and development priorities at the local, regional and national levels?
- Effectiveness: To what extent have the expected outputs and results of the project been achieved?
- Efficiency: Assess whether the project was implemented efficiently, in-line with international and national norms and standards.
- Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?

- Impact: Assess whether there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status, and to reduced poverty and/or improved human well-being in the long-term.

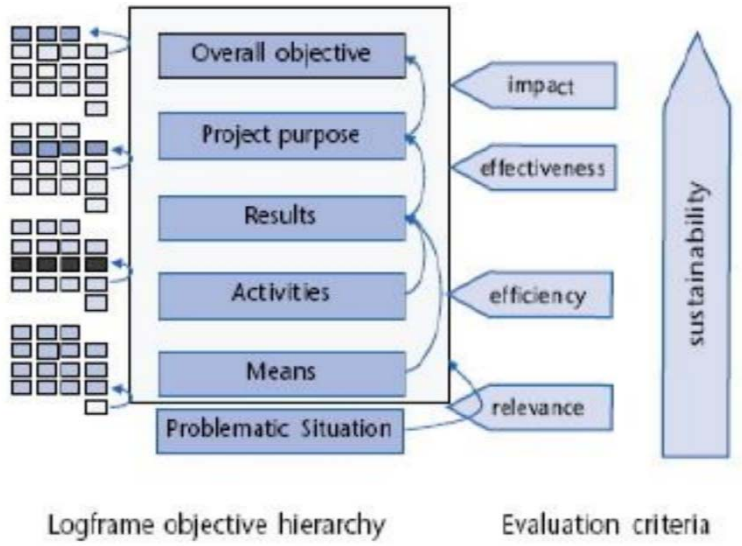
The following sections will look at the approach used to answer these questions, and the specific indicators and data collection tools to form a basis in advance of the inception meeting.

C.2. Evaluation Approach

The evaluation approach proposed by IMPACT Initiatives and ACTED is based on years of experience – not just of evaluation, but in terms of understanding the entire project cycle. Evidence-based approaches to decision making are at the forefront of the approach, which includes a participatory and consultative method for the evaluation. Moreover, as the project is underway completed, the evaluation will have an emphasis on lessons learned and recommendations for future work. This fits within the alignment of *The IUCN Monitoring and Evaluation Policy* as well as within the remit of other final evaluations that have been conducted on IUCN programs.

- Evidence Based Approach: Evidence based information that is credible, reliable and useful will be collected, compiled, compared and analysed to elicit conclusions and recommendations. This will include quantitative and qualitative information, collected from a range of sources such as interviews, desktop review, and literature search. In particular, it is recognized that there are levels of subjectivity in providing and interpreting the information, which will be considered throughout the analytical framework. This will be considered within the evaluation matrix, as well as linked to the objectives of the evaluation and thus the measurement of performance indicators within the theory of change and log frame that has been developed.
- Participatory and Consultative Methods: The approach undertaken will ensure that all key stakeholders and partners have an opportunity to provide information and input into the evaluation. It is recognized that it is the key stakeholders that have been intimately involved with the project often for a long period of time, and the evaluation will be a conduit for them to provide suggestions and lessons and recommendations that can feed into the evidence based approach to analyzing all the data. The consultative process will be targeted for the locations where there is field based studies (e.g. Jordan and Botswana) with alternative methods used elsewhere to facilitate the input of other key stakeholders (e.g. Nairobi, Mali and Iraq).
- Results Based Recommendations: The evaluation will place a significant emphasis on understanding the results and impacts of the project. The results based approach is central to the theory of change basis of this evaluation, providing an understanding of how the inputs, activities and outputs have led to intermediate and longer term outcomes and impacts. Moreover, building on the retrospective findings, the recommendations and lessons learned from this project will be forward looking in terms of other similar dry land and associated programming done by IUCN (or other partners) in terms of both policy and programming input.

An audit of project documentation and based on the information collected through primary and secondary data collection mechanisms will be used to assess the project relative to its logframe. Including qualitative indicators of efficiency, effectiveness, relevance, sustainability and impact, this will be assessed in light of the theory of change. Specifically, the evaluation in terms of the log frame can be considered as (building on previous IUCN evaluations):



Moreover, the evaluation will rate each of the results, outputs, activities and inputs based on their implementation. That is, a table of rankings reflecting their level of implementation and quality of implementation across the four countries will be developed to readily assess the project from that standpoints. This is effectively an audit of the project implementation that can be used as a foundation to the aforementioned components of the evaluation.

C.3. Inception meeting

If successful, an inception meeting will be held with the governance group. Preparatory work will be done by the consultant in terms of initial desk and literature review as well as the further development of this submission into a full plan inclusive of draft data collection tools. IMPACT Initiatives and ACTED use a checklist that is sent to prepare both parties for the meeting. Of particular importance will be the refinement of the key evaluation questions and the focus of the study, given the possible range of issues that can be relevant to this type of review. It will also be important to map out the boundaries of this evaluation and the operational review being conducted by staff, where they might inform each other and the processes that might be used for that purpose. Other matters that would be covered at the start up meeting would include:

- Clarification of the objectives of the study
- Agreement on the key evaluation questions
- Agreement on reporting, timelines and project management processes. We are happy to report fortnightly either by email or face to face
- Identification of relevant background documents
- Contact details for participants and stakeholders
- Letters of Introduction, if required
- Issues of confidentiality and the use to be made of the raw data. If IUCN want the raw data, we are required to tell respondents at the commencement of the interview
- Agreement on the format of the preliminary, draft and final reports

C.4. Population of Interest (Audience and Contributors)

The institutional setting for this evaluation is that it will be managed by the IUCN Planning, Monitoring and Evaluation Unit, with support from Global Ecosystem Management Program. The primary audiences for the evaluation are IUCN and the four implementing parties of the initiative: Veld Products Research and Development (VPR&D) and the Department of Forestry and Rangeland Resources in Botswana, the Jordan

Ministry of Agriculture (MOA), Arab Women's Organisation (AWO) and Jordanian Society for Organic Farming (JSOF), the Consortium, Donko Walia (Douentza) in Mali, and the Forests National Corporation (FNC) in Sudan.

Structured interviews will be undertaken with a purposive selected sample of key stakeholders. Specifically:

- The IUCN staff and internal partners. Semi structured and structured interviews would be undertaken across the staff and internal partners.
- The external partners aforementioned in each country of intervention (VPR&D, MoA, AWO, JSOF, Douentza and FNC). Semi structured and structured interviews would be undertaken across the partners.
- The communities in Botswana, Jordan, Mali and Sudan (30 in total). A selection may be undertaken here, including some field visits and some remote structured interviews.
- Other stakeholders include local authorities, community based organizations, non-government organizations, and international organizations that may have a vested interest in the communities or the project. These would be captured through the field visits, and possible if required through remote structured interviews.

A list of stakeholders and data collection methods will be compiled, including an itinerary of interviews as part of the field visits. This will be undertaken with guidance of the IUCN project team.

C.5. Desktop Review

A desktop review will be undertaken. The basis for the desktop review will be to identify project documents of relevance to inform the analysis surrounding the theory of change and program logic. This will include a summary of key documents to facilitate the comparison chart of the four countries of implementation. Furthermore, it will include references to advocacy points and policy developments that are recommended in the existing literature of reviews, evaluations and assessments where possible. Documents will include:

- Key project documents including the initial project proposals, theory of change, results frameworks, and the like
- Monitoring, reporting and evaluation documents that have been developed throughout the project lifecycle, including the mid-term evaluation for Mali, Sudan, Botswana and Jordan, the community land and tenure studies, the market chain analysis and business opportunities for selected dryland natural resources, and the natural resource economic valuation study reports.
- Advocacy and policy documents related to similar programs
- Any other relevant documents as recommended by the project team and the respondents

It is not envisaged that a separate 'desktop review' document will be developed. The findings of the desktop review will be incorporated into the reporting process.

C.6. Primary Data Collection Methods

Three suggested data collection methods are used:

- Structured interviews with respondents, as per above. These would be done face to face or via telephone conversations, and would enable further probing of responses where necessary. The stakeholders include IUCN staff and key partners.
- Structured interviews via e-mail / telephone using a survey form to respondents that are inaccessible, on the periphery of being 'key' to the review. This would include communities and other stakeholders identified above (excluding Botswana and Jordan field observations).
- Field observations, which includes face to face semi-structured interviews. Snowballing methodology can be used in these scenarios where individuals and partners are recommended by respondents to be followed up with if they are deemed to have specific knowledge or insight into the key review questions.

A suggested list of preliminary indicators to inform the analysis has been developed. This will be refined throughout the inception process, including input from the desktop review and the project steering committee.

Theme	Key Evaluation Question	Sub-questions	Indicators[4]	Data Sources
Relevance	How does the project relate to IUCN's Global Programme Areas and to environment and development priorities at the local, regional and national levels?	Does the theory of change align with global policies? Does the theory of change align with national, regional and local strategies and action plans? Were the objectives of the program appropriately set from the beginning? Have there been changes to priorities by external partners that have affected the efficacy of the project? How well is the theory of change understood by key stakeholders? Are any important issues of the theory of change overlooked?	Logical framework Performance matrix Priorities and results	Desktop review Key informant interviews Field Observations
Effectiveness	To what extent have the expected outputs and results of the project been achieved?	What obstacles existed with the intended and actual priorities? Have all the inputs been utilised? Have all the activities been implemented? Have all the outputs been met? Have the outcomes been achieved? What indicators were used throughout the project to assess the delivery and progress? Were the assumptions realistic, and did they capture all the exogenous factors that affected the project? Were the technologies and interventions the most appropriate? How were women and minority groups affected differently in the project? Were dryland landscapes suitably and equitably managed? What restoration of degraded areas was undertaken?	Ranking of outcomes Ranking of outputs Ranking of activities Budget documents Workplans and progress reports Assumptions matrix review Technologies used and best practices	Desktop review Key informant interviews Field Observations
Efficiency	Assess whether the project was implemented efficiently, in-line with international and national norms and standards.	Were adequate ecological and natural resource valuations undertaken? Were the highest value areas targeted by the interventions? Are the actions inline with international and national norms and standards? Have all activities been implemented within the proposed budget? Was the project able to secure additional resources from local stakeholders, communities, etc? Were there approaches that could have led to the same results with less resources?	Ecosystem value of targeted areas Project standards / norms, national and international standards / norms Budget documents Workplans and progress reports Community or other contributions	Desktop review Key informant interviews Field Observations
Sustainability	To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?	Have the local stakeholders bought into the objectives of the project? Does the project continue to align with the priorities of the communities? Are the current partnerships implementing and adopting the theory of	Coordination plans Stakeholder engagement and participation Projects continuing or spawning at the	Desktop review Key informant interviews Field observations

[4] The indicator list is not fully developed, and would require significant reworking once the theory of change and results framework is available. Therefore, what is included are the types of indicators rather than specific targets.

		change? What was the sustainable objective of the project? Are financing measures in place to continue the projects activities? Have the communities been positive affected by the social and economic aspects of the project? Is it envisaged that the project will continue in to the future? Is there evidence of change in knowledge, attitudes and practices of communities? Are community action plans continuing to be utilised? Was the capacity building component adequately implemented for stakeholders to continue?	community level KAP analysis Capacity building plans	
Impact	Assess whether there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status, and to reduced poverty and/or improved human well-being in the long-term.	What has been the most significant changes as a result of the project? Policies informed or influenced as a result of the project? Has there been any positive or negative ecological impact of the project? (land, water soils, etc) What is the attribution of the project to changing environmental outcomes? Has the environmental stresses been affected by the project? Has there been a change in the ecological status of the project? Are communities socially or economically affected by the project? What livelihoods have been sustainably created, diversified or improved? Has there been general community acceptance of the improvement in the project? Has there been ongoing and long term changing in rights of communities? Are there any unintended positive or negative outcomes of the project?	Ecological impacts Environmental stresses and changes Livelihoods developed Socio-economic benefits for households Community acceptance Changes to rights of communities Unintended impacts	Desktop review Key informant interviews Field observations

C.7. Analysis & Reporting

The analysis will include:

- Progress matrix based on the logical framework and theory of change, compared across the four countries of intervention
- Case studies in at least two of the countries of intervention
- Relevance, efficiency, effectiveness, sustainability and impact analysis, including but not limited to:
    - Analysis of the institutional arrangements in the countries of interventions and its relationship with the project outcomes
    - Analysis of the management of dryland landscapes in terms of sustainability and equity
    - Security of access to rights to private and common ecosystems
    - Economic analysis of the approaches adopted by communities
    - Improved understanding of the livelihood generation
    - Adequate valuation and utilization of natural resources
    - Policies informed and influenced at the local, regional and national level

The report should be no more than 30 pages in length, plus annexes. It will take the following structure:

- Title page including project identification details
- Executive Summary (including at a minimum the methodology, findings and recommendations)
- Table of Contents
- List of Abbreviations and Acronyms
- A short introduction to program – context and description
- Purpose of the Evaluation
- Evaluation Issues and Questions
- Methodology (including approach to data analysis)
- Findings (organized in relation to standard review criteria)
- Conclusions and lessons learned
- Recommendations (linked to findings)

D. PROJECT MANAGEMENT

D.1. Dates & Timelines

Task	Location	Timing											
		Oct 14				Nov 14				Dec 14			
Signing of Agreement	Remote												
Draft Evaluation Plan (2 Days)	Remote												
Desk / Literature Review (5 days)	Remote												
Inception Meeting (2 days)	Nairobi												
Finalise Inception Report (2 days)	Remote												
Key Informant Interviews (15 days)	Remote												
Field Visits x2 (10 days)	Botswana, Jordan												
Data Analysis (5 days)	Remote												
Preliminary Workshop (2 day)	Nairobi												
Draft Report (5 days)	Remote												
Finalise Report (5 days)	Remote												

D.2. Project Team

Person	Level	Task
Byron Pakula	Principal	Byron will supervise the project, develop the evaluation plan / inception report, help write, edit and proof the reports. He will undertake one of the field visits. His expertise is Jordan, socio-economic analysis, and integrated NRM.
Daniel Brown	Senior Consultant	Daniel will support the inception phase, support the data collection process, undertake one of the field visits, and contribute to the reporting process. His expertise is in Africa and has a background in ecological and environmental management.
IMPACT Initiatives & ACTED	Consultants	Backstopping by IMPACT Initiatives in Geneva, and ACTED in Paris, will support the review process, desktop review, and provide other remote support. This will act as quality control on all outputs.

D.3. Budget

Task	Principal (500Euro, days)	Senior Consultant (400Euro, days)	Consultant (300 Euro, days)	Grand Amount (Euro)
Signing of Agreement				0
Draft Evaluation Plan (2 Days)	1.5	0.5		950
Desk / Lit Review (5 days)	1	1	3	1,800
Inception Meeting (2 days)	1	1		900
Finalise Inception Report (2 days)	1	1		900
Key Informant Interviews (15 days)	5	10		6,500
Field Visits x2 (10 days)	5	5		4,500
Data Analysis (5 days)	2	3		2,200
Preliminary Workshop (2 day)	1	1		900
Draft Report (5 days)	2	3		2,200
Finalise Report (5 days)	3	2		2,300
Sub Total				23,150
Project Management and Administration				5,556
Grand Total				28,706

Note that no per diem or travel costs are included, as the Terms of Reference identifies these will be reimbursed. This will only be required during the inception

Annex 6: Key Stakeholder Questionnaire

Final Project Evaluation of 'Securing Rights and Restoring Lands for Improved Livelihoods'

Questionnaire

Introduction

Hello, my name is Byron Pakula / Daniel Brown.

Your details have been provided to us from _____.

IMPACT Initiatives[5] is undertaking a final project evaluation of the IUCN[6] project '*Securing Rights and Restoring Lands for Improved Livelihoods*'. The general purpose of the evaluation is to assess the achievement of project results and to draw lessons that can both improve the sustainability of benefits from this project and inform future project design. The evaluation, and questionnaire-structure, are both based around the evaluation criteria of relevance, effectiveness, efficiency, sustainability, and impact.

This interview is expected to take no more than 1 hour. It is a semi-structured interview (some structured questions, but plenty of scope to go into more detail on relevant areas). Are you in agreement to proceed? (y/n)

Name of Interviewer:

_____

Name of Respondent:

_____

Position of Respondent:

_____

Organization of Respondent:

_____

Date and time of Interview:_____

Questions

If there are any questions you do not feel comfortable responding to, or do not feel in a position that you are well enough informed to respond, feel free to note this and we can proceed to the next question.

Relevance:

1. To what extent do you believe that the design of the project was appropriate?

   ☐1 (Objectives were set incorrectly and or activities not going to meet the objectives)
   ☐2
   ☐3 (Objectives largely correct, and some of the activities were appropriately related)
   ☐4

[5] IMPACT Initiatives is a non-governmental organisation based in Geneva that focuses on information management, including assessments, monitoring, and evaluation for the benefit of more effective humanitarian action.
[6] International Union for Conservation of Nature (IUCN)

☐5 (Appropriate objectives and activities set in the theory of change)

Please elaborate, highlighting the objectives and whether they relate to local or national strategies and plans, the activities linking the project to the objectives, and the theory of change.

What do you think is the key objective or rationale of the project?

Do you think the project design including activities and outputs was adequate to meet the objectives?

Effectiveness:

2. To what extent have all the activities been implemented?

☐1 (Many activities were not completed or done appropriately)
☐2
☐3 (Most of the activities were completed in an appropriate manner)
☐4
☐5 (All of the activities were completed in an appropriate manner)

Please elaborate, highlight which activities have or have not been implemented – where possible, include reference to any obstacles that may have prevented some activities from being implemented. Remember to include activities relevant to all 4 objectives: restoration and management of drylands, access of rights, livelihood generation and policy influence.

3. To what extent have the outcomes been achieved?

☐1 (None of the outcomes (0%) have or are likely to be achieved in the next 5 years)
☐2
☐3 (Approximately half of the outcomes (50%) have or are likely to be achieved in the next 5 years)
☐4
☐5 (All of the outcomes (100%) have or are likely to be achieved in the next 5 years)

Please elaborate, highlight which outcomes have or have not been achieved – also highlight *why* outcomes were not (or are not likely to be) achieved – where possible, provide reference to the activities mentioned in question 1 and to any relevant project inputs and outcomes. Also make reference to any assumptions that were not realistic.

4. Were the technical designs and technologies the most appropriate to deliver the outcomes?

☐1 (Not appropriate at all)

☐2

☐3 (Appropriate, but with room to improve)

☐4

☐5 (Very appropriate)

Please elaborate, describe how the technical designs and technologies may be adapted in future programming to increase the likelihood that outcomes will be achieved.

5. How were women and minority groups affected differently in the project? Could this be improved? Explain.

<u>Impact</u>:

6. Please list the three most significant direct and/or indirect changes that have occurred as a result of the project. Interviewee should consider potential impacts to livelihoods, access to land, natural resource management and policy change.

1. 2. 3.

7. Are there conditions in place as a result of this project to reduce environmental stress and/or improve ecological status?

☐1 (No, environmental stress/ecological status has worsened and is likely to continue getting worse)

☐2

☐3 (Maybe, environmental stress/ecological status has not noticeably changed and is not likely to change significantly)

☐4

☐5 (Yes, environmental stress/ecological status has improved and is likely to improve further)

Please elaborate, what have been the positive and negative impacts so far and what are the positive or negative impacts you envision for the next 5 years.

8. Are there conditions in place as a result of this project to reduce poverty and/or improve human well-being?

☐1 (No, poverty/human well-being has worsened and is likely to continue getting worse)

☐2

☐3 (Maybe, poverty/human well-being has not noticeably changed and is not likely to change significantly)

☐4

☐5 (Yes, poverty/human well-being has improved and is likely to improve further)

Please elaborate, what have been the positive and negative impacts so far and what are the positive or negative impacts you envision for the next 5 years. Have more jobs been created for example?

9. To what extent have any policies been informed or influenced as a result of the project?

☐1 (No influence at all)

☐2

☐3 (Some influence on policies)

☐4

☐5 (Significant influence on policies that have been reviewed as a result of the project)

Please elaborate, what policies have been influenced and what has been the wider impact of this.

<u>Efficiency:</u>

10. How efficient were the approaches used to achieve the project results?

☐1 (Not very efficient, more resources were used than necessary)

☐2

☐3 (Efficient, the correct amount of resources were used)

☐4

☐5 (Very efficient, fewer resources were used than thought necessary)

Please elaborate, were there approaches that could have led to the same results with fewer resources? What barriers and opportunities were there for increased efficiency?

11. To what extent was the project able to secure additional resources from local stakeholders, communities?

☐1 (No community contributions)

☐2

☐3 (Some resources such as time provided by communities)

☐4

☐5 (Significant time and resources provided by communities)

Please elaborate, what resources were secured and from whom? What were they used for? If resources were not secured from local stakeholders, why not?

Sustainability:

12. Was the capacity building component adequately implemented for stakeholders to continue?

☐1 (Capacity building did not work well, no stakeholders are likely to continue)

☐2

☐3 (Capacity building worked well, some stakeholders are likely to continue)

☐4

☐5 (Capacity building worked very well, most stakeholders are likely to continue)

Please elaborate by describing how capacity building of stakeholders did or did not work well. For those stakeholders likely to continue, in what capacity is this likely to be?

13. Is there evidence of change in knowledge, attitudes and practices of government in terms of engaging and having dialogue with communities for developing plans, strategies and implementing activities?

☐1 (Some knowledge increase, but no change in attitude or practice)

☐2

☐3 (Knowledge increased, some change in attitude, but limited change in government dialogue practices)

☐4

☐5 (Knowledge and attitude increased, with significant change in government dialogue practice)

Please elaborate, describe types of change and reasoning behind those changes of government-community interactions.

14. Is there evidence of change in knowledge, attitudes and practices of (your) communities in relation to project objectives?

☐1 (Some knowledge increase, but no change in attitude or practice)

☐2

☐3 (Knowledge increased, some change in attitude, but limited change in practice)

☐4

☐5 (Knowledge and attitude increased, with significant change in practice)

Please elaborate, describe types of change and reasoning behind those changes. Does the project continue to align with the priorities of the communities?

15. Are community action plans continuing to be utilized today?

☐1 (No community action plans (0%) are still being utilized)

☐2

☐3 (Some community action plans (50%) are still being utilised)

☐4

☐5 (All community action plans (100%) are still being utilised)

Please elaborate the reasons why community action plans are or are not being utlised – who contributed to them for example?

16. Overall, would you say the conditions are in place to recommend a longer-term initiative?

☐1 (Conditions are not in place, a longer-term initiative is very unlikely)

☐2

☐3 (Some conditions are in place, a longer-term initiative might be likely)

☐4

☐5 (All conditions are in place, a longer-term initiative is very likely)

Please elaborate, 1) which program components does this apply to? And 2) what are the risks and opportunities to long-term sustainability – consider financial, institutional, socio-economic and environmental factors.

17. Please list the three most significant changes by external partners that have affected the project positively or negatively.

1. 2. 3.

18. What recommendations for future IUCN dryland programs would you recommend as a result of this

project (e.g. change in approaches, change in strategy, etc)?

1. 2. 3.

Thank you for your time, it is much appreciated.

For any further questions, please do not hesitate to contact:

- IMPACT Initiatives: Byron Pakula, byron.pakula@acted.org
- IUCN:

Annex 7: Key Stakeholders Interviewed

MALI AND SUDAN

These sections of the report are based on a synthesis of results that were derived from a desk review and interviews with two respondents representing each country. The respondents were:

SUDAN: Akshay (Programme Officer, IUCN) and Isam (Programme Coordinator for Forests National Corporation (FNC), Sudan Government).

Akshay has been working on the project for one year only.

MALI: Keita (Programme Officer, IUCN) and Mr. Ballo (Donko Walde).

Keita has only been working on the project since June 2014, but he has a good knowledge of the region and has known Kelka Colective since 2003.

BOTSWANA

The Botswana section is based on a synthesis of results that were derived from a desk review and field visit between 1-6 December. During this trip, interviews were held with the Department of Forestry and Range Resources (DFRR) in Gaborne (capital of Botswana) and the Kgalagadu District government/Technical Advisory Committee (TAC) in Tsabong including representatives from the Wildlife, Forestry and Water Departments. The visit also included a tour of the assisted communities and a workshop with community members to better understand their perception of the impacts the project had made and to hear their recommendations for future interventions (See Appendix *** for results). During the tour, insights were provided by community representatives from Boravast Trust, Village Development Committee (VDC), Chiefs Office and other community members. Visits were also made to the horticulture sites at Rapelsdam and Struizendam and the Boravast Trust building construction site at Bokspits.