INTERNATIONAL UNION FOR CONSERVATION OF NATURE

COUNTRY: SOUTH AFRICA

MAINSTREAMING SUSTAINABLE LAND MANAGEMENT (SLM) FOR LARGE-SCALE IMPACT IN THE GRAZING LANDS OF LIMPOPO AND NORTHERN CAPE PROVINCES IN SOUTH AFRICA

PROJECT DOCUMENT FINAL

10 April 2021

Brief Description of the Project

Approximately 18% of South Africa's land mass is estimated to be affected by land degradation, due to the impacts of inappropriate farming practices, mining, forestry and urban development (NAP, 2018). Land degradation is closely linked to food security, poverty, urbanization, climate change, and biodiversity loss it is among the most critical environmental issues in South Africa. Key regions identified that are especially vulnerable to land degradation are those community areas in semi-arid and arid regions of South Africa. The project has identified two sites in the Olifants catchment in Limpopo and in the Mier region in Northern cape where projects will be conducted to identify innovative models for use in scale up of SLM. The primary rural livelihood in both of these provinces is livestock keeping, with the leading driver of land degradation being a weakness in the institutional arrangements for effective coordination of communal management.

As a measure to safeguard the subsistence agricultural livelihoods of these communities there is therefore a crucial need for mainstreaming Sustainable Land Management (SLM) in the communal grazing lands of Limpopo and Northern Cape province. This requires an innovative approach to SLM and requires firstly, the support of on the ground implementation of SLM to achieve LDN and secondly, strengthen inclusive and equitable decision-making processes around SLM. The project will establish a strengthened SLM landscape at a communal level of which the approaches and requirements will be scaled up through integration into various levels of developmental planning. This will include building SLM capacity, organising and aligning objectives of land users, and implementing improved SLM at target sites. Sustainability of SLM implementation at target sites will be incentivised through facilitating improved access to markets and finance for scale-up. The process will then be mainstreamed into governance mechanisms for scale up at a regional level.

There are 6 general barriers to attaining the long term, preferred, solution. Firstly, under the existing scenario, there is lack of data or limited access to data in some context to make informed decisions on SLM in South Africa. Secondly, there are low capacities, resources and awareness for SLM at various scales. Thirdly, there insufficient sectoral coordination and SLM specific policies. Fourthly, community governance of land and resources is weak. Fifth, there are weak land tenure systems, with unclear land management roles, rights and responsibilities. Finally, low access to finance and markets.

The proposed project has four outcomes which will contribute to the reduction of land degradation through improved SLM and strengthen, through mainstreaming, inclusive and equitable decision making towards scaling up SLM in target areas in Limpopo and Northern Cape. Outcome 1 will develop a platform by which the scale up of improved information management and knowledge and capacity development, as it pertains to SLM, can be implemented at a larger scale. Outputs will support the development of regionally specific capacity in SLM. Outcome 2 will improve the transparency of local approaches and align objectives of government, communal governance structures and land users through the development of a variety of formalised mechanisms. Mechanisms include community level implementation plans, formalisation of community level Rangeland/Biodiversity Stewardship Agreements and local Sustainable Land Management Plans that facilitate landscape level scale up of activities conducted at target sites and support the implementation of improved SLM on key rangelands in the regions. Outcome 3 will provide markets and finance for scale up through a three-part approach. Part one will be to invest project funding into community validated priority value chains that will enable improved SLM and allow for the development and additional penetration of communities in SLM related value chains. Part one will be to validate a suite of integrated innovative finance solutions towards establishment into the two landscapes. Part two will be to make investments into validated priority value chains through targeted investment and establishment of mechanism that incentivises ongoing SLM through market access and unlocking opportunities towards developing financial capacity and partnerships. Part three will be to provide opportunities for microfinance through small grants programmes and financial capacity training and business case development towards submitting investment proposals to established financial Output 4 will inform SLM related national policies and processes based on the results and best practices from the implementation of the project actions under the first, second and third components. Component 4 supports dialogue with key stakeholder groups at national and local levels to develop

TABLE OF CONTENTS

LIST OF ACRONYMS

ARC	Agricultural Research Council
AWARD	Association for Water and Rural Development
AWP	Annual Work Plan
CARA	Conservation of Agricultural Resource Act
CBO	Community Based-Organisations
COPTA	Cooperative Governance and Traditional Affairs
CPA	Communal Property Association
CSA	Conservation South Africa
CSIR	Council for Scientific and Industrial Research
DALRRD	Department of Agriculture, Land Reform and Rural Development
DEFF	Department of Environment, Forestry and Fisheries
DENC	Department of Environment and Nature Conservation
DM	District Municipality
DDM	District Development Model
DWS	Department of Water and Sanitation
EPIP	Environmental Protection and Infrastructure Programme
EPWP	Expanded Public Works Programme
ESMF	Environmental and Social Management Framework
ESMS	Environmental and Social Management System
EWT	Endangered Wildlife Trust
FSP	Full Size Project
GAP	Gender Action Plan
GEF	Global Environment Facility
IDP	Integrated Development Plan
IP	Implementing Parties
IP	Indigenous People
IUCN	International Union for the Conservation of Nature
KMP	Knowledge Management Platform
KTP	Kgalagadi National Park
LADA	Land Degradation Assessment in Drylands
LDARD	Limpopo Department of Agriculture and Rural Development
LDN	Land Degradation Neutrality
LEDET	Limpopo Department of Economic Development, Environment and Tourism

LM	Local Municipality
MN	Meat Naturally
MSA	Municipal Services Act
MTE	Mid-Term Evaluation
NAP	National Action Plan
NCDALR	Northern Cape Department of Agriculture and Land Reform
NEMA	National Environmental Management Act
NEM:BA	National Environmental Management: Biodiversity Act
NEM: PAA	National Environmental Management: Protected Areas Act
NERPO	National Emergent Red Meat Producers Organisation
NRGF	Natural Resource Governance Framework
PIF	Project Identification Form
PMU	Project Management Unit
PRAGA	Participatory Rangeland and Grassland Assessment
PRMP	Participatory Rangeland Management Plan
PSC	Project Steering Committee
R/BSA	Rangeland/ Biodiversity Stewardship Agreement
RESILIM	Resilience in the Limpopo Basin Program
SALGA	South African Local Government Association
SANBI	South African National Biodiversity Institute
SDF	Spatial Development Framework
SDG	Sustainable Development Goal
SEP	Stakeholder Engagement Plan
SGP	Small Grants Programme
SLM	Sustainable Land Management
SPLUMA	Spatial Planning and Land Use Management Act
ToR	Terms of Reference
TRANCA	Transformation of Certain Rural Areas Act
UNEP	United Nations Environment Programme
UNCCD	United Nations Convention to Combat Desertification
UNW	University of North-West
WFL	Working for Land
WFW	Working for Water

1. PROJECT PROFILE

Project title	Mainstreaming Sustainable Land Management (SLM) for large-scale impact in the grazing lands of Limpopo and Northern Cape provinces in South Africa
Project Number (GEF ID / IUCN ID)	10179
Project type (FSP or MSP)	Full Size Project
Trust Fund	GEF Trust Fund
GEF strategic objectives and focal areas	Land Degradation
IUCN programme priority	Ecosystems Management Programme: Global Drylands Initiative
Geographical scope	South Africa
Project executing agency/ies	Department of Environment, Fisheries and Forestry (DEFF) in conjunction with Department of Agriculture, Land Reform and Rural Development (DALRRD)
Duration of project (including expected start and end dates)	60 months [January 2021-December 2025]

1.1. Project Cost (Summary)

Item	USD
A. GEF financing	US$ 3 629 816
B. Co-financing	
- Department of Environment, Forestry and Fisheries (DEFF)	US$ 13 634 936
- DEFF (Working for Land)	US$ 4 094 481
- Department Agriculture, Land Reform and Rural Development (DALRRD) (Limpopo Provincial Government)	US$ 3 408 734
- DALRRD LandCare	US$ 3 226 202
- South African National Biodiversity Institute (SANBI)	US$ 2 159 606
- United Nations Environment Programme	US$ 1 000 000
- IUCN	US$ 50 000
C. Sub-total co-financing	US$ 27 573 959
D. Total (A+C)	**US$ 31 203 775**

2. PROJECT RESULTS FRAMEWORK

Objective/Outcome	Output	Indicators		Baseline	Mid-term target	Final Target(s)	Source of verification
Project Objective: To scale-up and mainstream sustainable land management for large-scale impact in the grazing lands of target sites in Limpopo and Northern Cape of South Africa		Area of landscapes under restoration through sustainable land management in production systems (Community level). Land users to be disaggregated by gender.	Limpopo	0	10 500 Ha	30 000 Ha	Option 1: PRAGA IUCN methodology Option 2: Indicators as per LDN Framework - Land productivity improvement - SOC increase - Reversal or halting negative landcover change
			Northern Cape	0	42 000 Ha	120 000 Ha	
			Total	0	52 500 Ha (35%)	150 000 Ha (100% PIF TARGET)	
		Area under improved governance of SLM (Landscape level)	Limpopo	0	70 000 Ha	200 000 Ha	Natural Resource Government Framework (NRGF) methodology
			Northern Cape	0	210 000 Ha	600 000 Ha	
			Total	0	280 000 Ha (35%)	800 000 Ha (100% PIF TARGET)	
		Number of direct beneficiaries (disaggregated by gender)		127 000	500 000	1 177 138 (677 138 female and 500 000 male)	Direct beneficiaries are defined as those individuals living within the landscape intervention areas and that would benefit from improved SLM practices that result in improved environmental or social benefits. This would be measured by the development and implementation of the regional Sustainable Land Management Plan (SLMP)and the community level PRMP.

Objective/Outcome	Output	Indicators	Baseline	Mid-term target	Final Target(s)	Source of verification
Outcome 1.1: Decisions on sustainable land management, landscape restoration and adaptive planning for drought resilience are informed by improved, dryland adapted assessment data at local and national level.	Output 1.1.2: Relevant Sustainable Development Goals (SDG 15.3) indicators and SLM good practices are validated and monitored	Decisions at a community, landscape and national level are informed by improved information and knowledge products provided by a practical, comprehensive and user-friendly Knowledge Management Platform (KMP) developed and maintained by the project for informed decision making at district, provincial and national level.	0	0	KMP operational	Evidence of information and knowledge products used from KMP for informed decision making within the two project landscapes and at provincial, national and regional level
	Output 1.1.2: Tools, guideline and training materials developed;	Landscape specific custom SLM training module developed	0	0	4	Training modules developed in each of the target landscapes
	Output 1.1.3: Diverse stakeholders have capacity to implement sustainable land management and landscape management;	Number of land users, mentor farmers and para-vets trained	0	- Reaching at least 35% - 3 Mentor Farmers in each of the two project landscapes - 1 Community Animal Health Worker (Para-veterinarians) in each of the two project landscapes	- Reaching 100% of all land users in each of the two project landscapes - 10 Mentor Farmers in each of the two project landscapes - 5 Community Animal Health Worker (Para-veterinarians) in each of the two project landscapes	Numbers of land users and community members trained through project training initiatives disaggregated by gender.

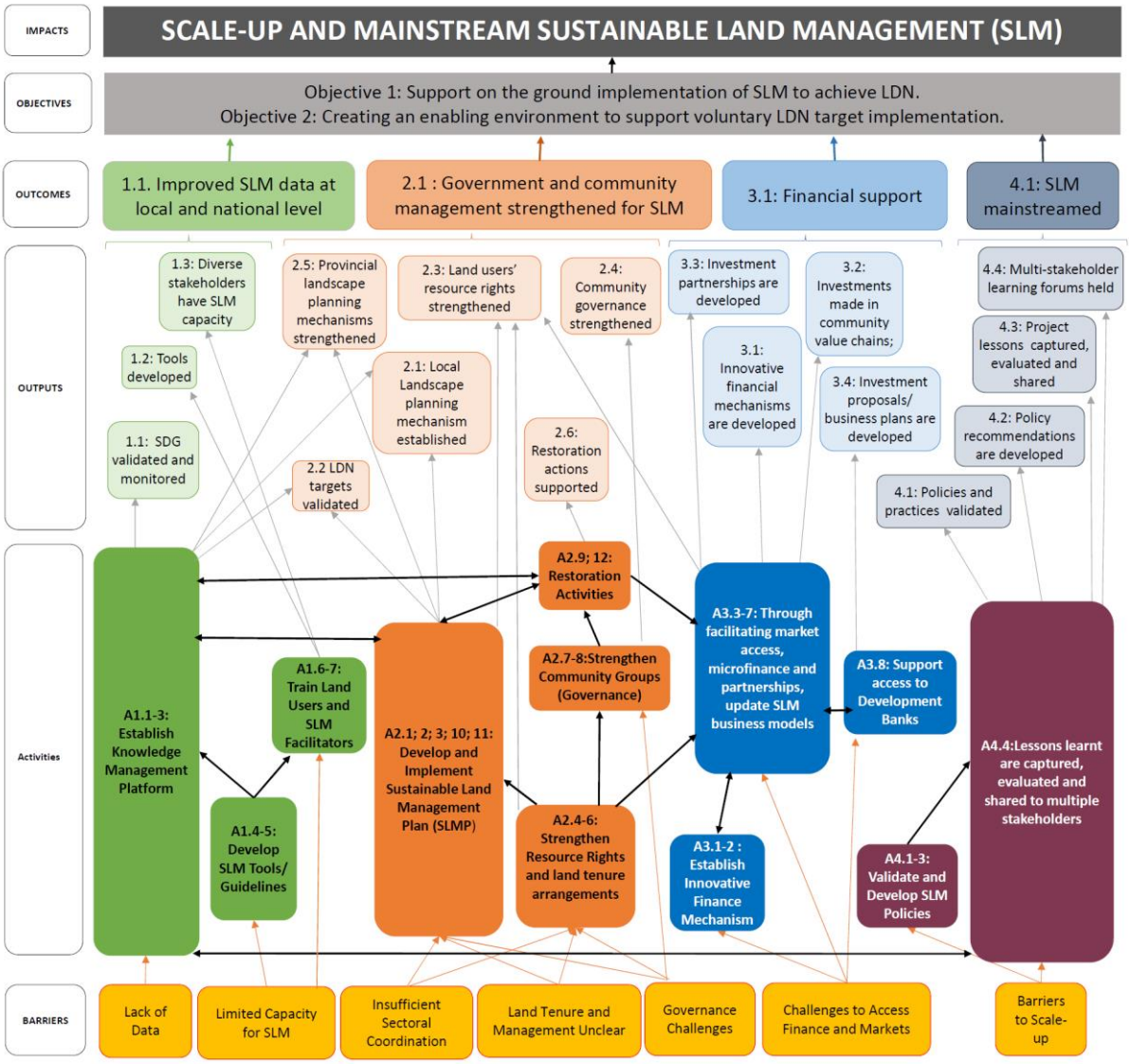
Objective/Outcome	Output	Indicators	Baseline	Mid-term target	Final Target(s)	Source of verification
Outcome 2.1: Government and customary land management institutions are strengthened to equitably coordinate natural resource management and improve response to recurrent drought emergencies	Output 2.1.1: Mechanism for landscape planning and prioritisation of actions established;	Number of Sustainable Land Management Plan's (SLMP) developed	0	0	2	The development of the Sustainable Land Management Plan's (SLMP) for each target region
	Output 2.1.2: LDN targets and investment priorities are validated;	Percentage LDN targets and investment priorities represented in the SLMP's and PRMP's.	0	20%	80%	Achieving LDN targets and investment priorities should represent key aims of the SLMP and PRMP mechanisms. The percentage total representation of the presence of these targets as specific aims of the mechanisms should be assessed.
	Output 2.1.3: Land users' resource rights are strengthened in target areas through application of appropriate governance mechanisms;	Percentage of land users' resource rights strengthened through improved or complimentary mechanisms (i.e. contractually, R/BSA agreement, land management authority processes or another identified pathway)	0	20%	80%	The percentage of land users, within project communal scale, whose rights to resources have been strengthened either through contractual improvement or formalisation of land management authorities processes for resource rights allocation.
	Output 2.1.4: Organisational and governance capacity of community groups is strengthened;	Area of land committed to improved SLM by land users under R/BSA and supported under established PRMP	0	52 500 Ha	150 000 Ha	Land management plan and intention of land users formalized through grazing associations/ Conservation Committees in the site-specific R/BSA and PRMP. The participants should be disaggregated by gender.
	Output 2.1.5: Provincial landscape management mechanisms are strengthened for	Number of public sector personnel with increased capacity for sustainable land management planning, development and use of	0	10	30	Number of public sector personnel in relevant offices that are trained in use of the SLMP disaggregated by gender.

Objective/Outcome	Output	Indicators	Baseline	Mid-term target	Final Target(s)	Source of verification
	informed and consultative planning of land and water resources.	SLMP, SLMP implementation and SLMP succession strategy				Personnel must at minimum sit within the following structures: - DEFF - DALRRD - LDARD - LEDET - DENC - NCDALR - Sekhukhune DM - Fetakgomo-Thubatse LM - Makhuduthamaga LM - David Kruiper LM
	Output 2.1.6: Priority community-based rangeland restoration actions supported.	Area of land that is under improved SLM as guided by site specific PRMP	0	52 500 Ha	150 000 Ha	Data entries in participatory and complementary monitoring mechanism (As developed in Component 1).
Outcome 3.3: Financial support to scale up validated SLM practices and market links for priority value chains created;	Output 3.1.1: Innovative financial mechanisms are developed for restoration and SLM, including community SLM funds, microfinance, and land restoration trust funds;	Investments materialized through innovative financial mechanism (2 to 1 return on investment)	0	US$245 000	US$700 000	Total investments materialized through innovative financial mechanism developed by project disaggregated by gender.
	Output 3.1.2: Investments are made in community validated priority value chains;	Investments made into community validated priority value chains (4 to 1 return on investment)	0	US$300 000	US$1 200 000	Total investments made into community validated priority value chains. Results to be disaggregated by gender.

Objective/Outcome	Output	Indicators	Baseline	Mid-term target	Final Target(s)	Source of verification
	Output 3.1.3: Investment partnerships are developed between small and medium sized enterprises, national finance institutions, and local land users;	Number of partnerships developed	0	6	20	Total number of aggregation agreements facilitated disaggregated by gender.
	Output 3.1.4: Investment proposals and business plans are developed for scale up of innovative finance in SLM.	Bankable Projects/ Business cases submitted to development banks	0	3	10	Total number of business cases submitted to development banks disaggregated by gender.
Outcome 4.1: Sustainable land management is mainstreamed at the local, national and regional level.	Output 4.1.1: Policies and practices that support LDN attainment are validated at the national level;	Allocation of public finance to support implementation of SLM policies and practices	0	US $ 250 000	US $ 1 000 000	Budget allocated to communities and landscapes for the mainstreaming and implementation of SLM related projects.
	Output 4.1.2: Policy recommendations are developed through discourse and outreach at different levels;	Presence of an integrated SLM policy brief that integrates existing relevant SLM policies and project recommended policies	0	1	1	The presence of an integrated SLM policy brief with dedicated chapter on promoting gender equality.
	Output 4.1.3: Project lessons are captured, evaluated and shared;	Number of project specific Annual Forums held	0	2	5	Annual forum agenda and attendance register disaggregated by gender.

Objective/Outcome	Output	Indicators	Baseline	Mid-term target	Final Target(s)	Source of verification
	Output 4.1.4: Multi-stakeholder learning forums held at provincial and national levels.	Number of Multi-stakeholder forums attended and shared	0	2	5	Multi-stakeholder forum agenda and attendance register disaggregated by gender.

2.1. Theory of Change and Conceptual Design



3. BACKGROUND AND SITUATION ANALYSIS

3.1. Background and Context

Two regions were identified in the PIF as key pilot areas for implementation. These include: The Fetakgomo-Thubatse Local Municipality in the Limpopo Province and communities in Dawid Kruiper Local Municipality in the Northern Cape Province (Figure 3-1).

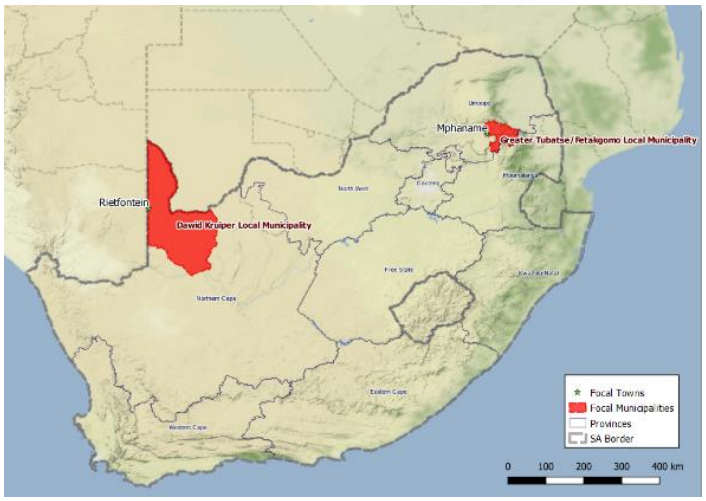


Figure 3-1: Locality of municipal regions identified in the PIF as target sites for scale-up

Two communities were identified in the PIF as key to project implementation. These include:

- Mphanama Village in Limpopo (Lat: 24°35'24.25"S Lon: 29°50'1.93"E) (Figure 3-2); and
- Rietfontein within Northern Cape (Lat: 26°44'53.63"S Lon: 20° 1'36.17"E) (Figure 3-3)

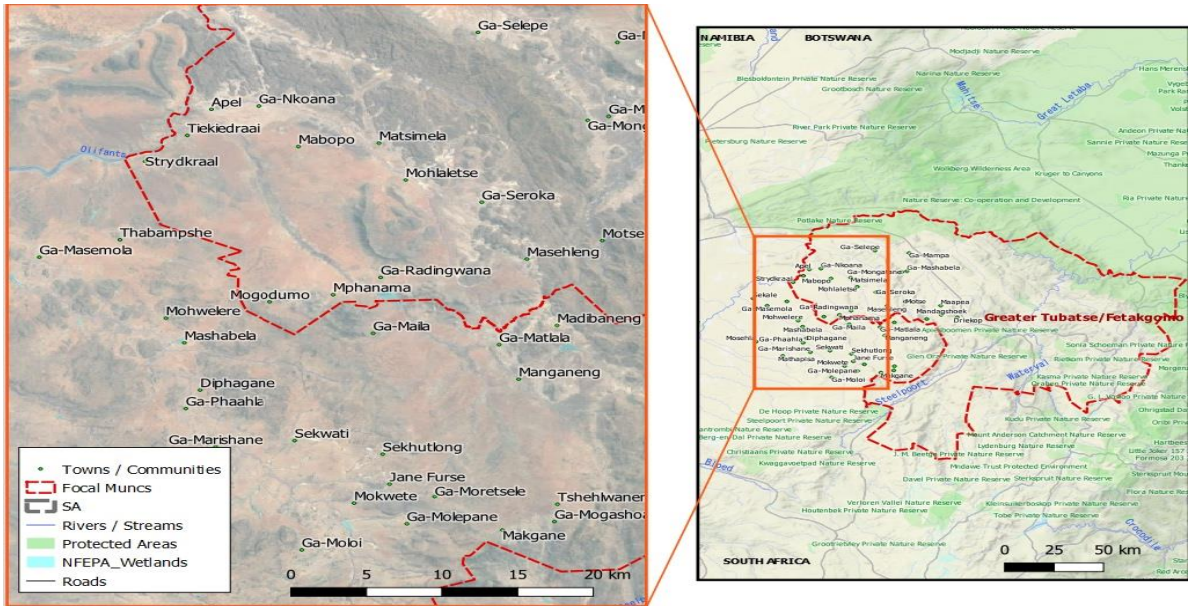


Figure 3-2: Locality of target sites identified for the Fetakgomo-Thubatse Local Municipality

Mphanama village lies on the eastern side of the greater Fetakgomo-Thubatse Local Municipality, which itself is centrally located in the south-western Sekhuhune District Municipality of Limpopo Province (Figure 3-2).

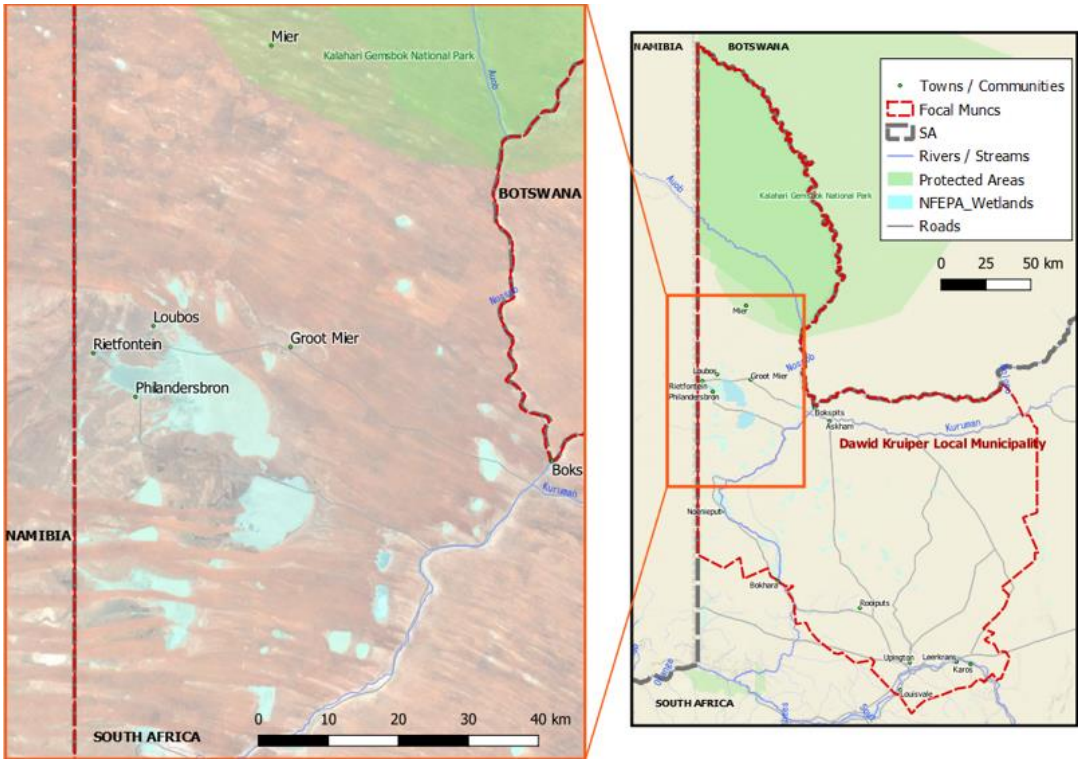


Figure 3-3: Locality of target sites identified for the Dawid Kruiper Local Municipality

The town of Rietfontein is located on the border of South Africa and Namibia in the northern portion of the Dawid Kruiper Local Municipality in the Northern Cape Province (Figure 3-2).

The selection of target sites (As guided by the PIF) was based on land degradation, land degradation hotspots, and poverty nodes; all of which indicate vulnerability of communities and ecosystems to continued land degradation.

3.1.1. Institutional, Sectoral and Policy Context

The South African institutional and policy context governing Sustainable Land Management (SLM) is well developed and is represented by a suite of mechanisms. These mechanisms make provisions at various scales including top-down mechanisms, where government and institutions drive action and bottom-up mechanisms, where societal participation is key for appropriate development and action.

3.1.1.1. Policy and Legislative Context

The Constitution of the Republic of South Africa creates an overall framework for environmental governance in South Africa by establishing the right to an environment that is not harmful to health and well-being. the Constitution balances the right to have the environment protected with rights to valid social and economic development and allocates environmental functions to a wide range of governmental agencies in all spheres. This requires extensive cooperation between government agencies and spheres of government. The Constitution therefore places emphasis on cooperative governance, which is a departure from the traditional hierarchical tiers of government with ultimate control vested in the national government. Instead, the three spheres of government are considered distinctive, interdependent and interrelated.

To drive societal participation, the constitution enshrines the right of citizens to participate in issues of Governance. This right is supported by a range of legislations that give weight to the provisions of the Constitution. An example is the White Paper on Local Government 1998 which outlines the aims of public participation as follows:

- To ensure political leaders remain accountable and work within their mandate;
- To allow citizens (as individuals or interest groups) to have continuous input into local politics;
- To allow consumers to have input on the way services are delivered;
- To afford organised civil society the opportunity to enter into partnerships and contracts with local government in order to mobilise additional resources (DPLG 1998).

Additional legislation supporting the constitutional commitment to public participation include:

- The Local Government: Municipal Structures Act of 1998;
- The Local Government: Municipal Systems Act 33 of 2000

The Municipal Systems Act of 2000 (MSA) introduced integrated development planning (IDP) and outlines the requirement for community participation in local government. The MSA states that municipalities must develop a culture of municipal governance that complements formal representative government with a system of participatory government. It further states, that municipalities must encourage, and create conditions for, the local community to participate in the affairs of the municipality.

This includes the drafting of the IDP. Municipalities must also contribute to building the capacity of the local community to enable it to participate in the affairs of the municipality, and of councillors and staff to foster community participation.

A valuable mechanism as introduced through the MSA is the Ward Committee System and Ward Forum System. The Ward Committee System operates whereby, through community representation and local councillors, local democracy and participation of communities may be facilitated. These ward committees play a crucial role in interfacing between communities and local governance systems. Ward Forums are gatherings of all ward committees in a Local or District municipality. The role of the Ward Forum is to monitor and evaluate the operation of ward committees, including community-based planning, preparation for input into key municipal processes, and to elect at least one representative onto the performance review process (Department of Provincial and Local Government 2007).

Additional mechanisms that local governance may use to comply to their legal obligation of community engagement are the following:

- Public meetings (Imbizo) (as required by MSA)
- Stakeholder forums (as required by MSA)
- Annual Reports (as required by MSA)
- Community Complaints Management System (as required by MSA)
- Citizens Participation Charter (as required by MSA)

These provisions are not limited to municipalities but also extend to the range of public offices including Traditional Authorities. National government's policy framework on public participation (Department of Provincial and Local Government 2007) provides a series of useful guidelines that aim to deepen democracy. These guidelines prescribe clear interventions for democratically constituted organs of

governance but falls short of providing the same level of clarity for communities under traditional authorities (Mdoda *et al.* 2012).

The Traditional Leadership and Governance Framework Act 2003 sets out a national framework, and norms and standards that define the role and place of the institution of traditional leadership within the South African system of democratic governance. It aims to support and transform the institution in accordance with constitutional imperatives and to restore the integrity and legitimacy of traditional leadership in line with the African indigenous law and customs subject to the Constitution. Traditional Authorities operate to represent their communities within the national governance framework.

The Constitution recognises the institution, status and roles of traditional leadership, according to customary law. To this end, numerous pieces of legislation have been passed and various programmes implemented to ensure that traditional leadership makes an important contribution to the development of society. Legislated mechanisms to facilitate this contribution and ensure co-operative governance include the establishment of the following:

- Traditional councils
- House of traditional leaders
    - Promote the role of traditional leadership within a democratic constitutional dispensation, enhance unity and understanding among traditional communities and advise national government
- Commission on Traditional Leadership Disputes and Claims
    - Ensure traditional leaders and their communities, as i9nstitutions, are managed, maintained and protected.

Section 24 of the South African Constitution provides the right to every person for a non-harmful environment and simultaneously mandates the government to protect the environment. The framework to enforce Section 24 of the Constitution is the National Environmental Management Act (Act 107 of 1998) (NEMA). NEMA is the overarching legislation for environmental management in South Africa. Numerous laws fall under this umbrella framework, including the National Environmental Management: Biodiversity Act, 2004 (NEM:BA) and the National Environmental Management: Protected Areas Act, 2003 (NEM: PAA).

NEM:BA is the key legislation governing biodiversity management. A main objective of the NEM:BA is to expand conservation activities to encompass whole ecological landscapes with a focus, in particular on biomes. The NEM:BA promotes the following:

i. Integration of conservation objectives into the productive sectors;
ii. Strengthening land-use planning and monitoring functions;
iii. Developing and supporting implementation of conservation models;
iv. Establishing new institutional and operational mechanisms; and
v. Establishing new conservation partnerships bridging the public and private sectors.

It includes a specific regulation guiding management, monitoring, control and eradication of invasive species (National Environmental Management: Biodiversity Act (10/2004): Alien and Invasive Species Regulations, 2014). Invasive species are classified in four different categories that determine the respective management practices.

NEM: PAA sets out to protect ecologically viable areas representative of South Africa's biological diversity and its natural landscapes – and seascapes – within a system of protected areas. This is

facilitated through the establishment of biodiversity stewardship programmes, whereby a contract is signed between landowners and national or provincial authorities. There are a range of fiscal, financial and other incentives which support stewardship programmes. Biodiversity stewardship agreements provide a mechanism for expanding protected areas whilst simultaneously respecting the rights and interests of landowners.

The Conservation of Agricultural Resource Act (CARA) provides a framework for the utilisation of natural agricultural resources. This is provided for by addressing the maintenance of the production potential of land, by the combating and prevention of erosion and weakening or destruction of the water sources. Furthermore, vegetation will be protected through combating of weeds and invader plants. CARA makes provision for control measures to be implemented relating to, amongst others:

i. utilising and protecting cultivated land;
ii. grazing capacity of veld, maximum number and kind of animals which may be kept on veld;
iii. restoring or reclaiming eroded land and land which is otherwise disturbed or denuded; and
iv. the construction, maintenance, alteration or removal of soil conservation works or other structures on land.

These control measures may contain a prohibition or an obligation with regard to the above matters.

It is important to note that a directive given through improper land management is issues to the land user and not the landowner.

Communal Property Association Act 28 of 1996, lays out the framework for communities to form associations to act as juristic persons for the purpose of acquiring, holding and managing property on a basis agreed to by a community through the form of a written constitution. This aids communities to effectively pool resources with the purpose of improving their economic livelihoods, for instance through enhanced access to markets.

The Transformation of Certain Rural Areas Act, Act 94 of 1998 (TRANCA) "provides for the transfer of certain land to municipalities and certain other legal entities". Its further deals with "the removal of restrictions on the alienation of land", as well as "matters with regard to minerals". Further it provides a framework for the "repeal of the Rural Areas Act of 1987, and related laws". The act lays the framework for the transformation of rural areas through the redistribution of land to facilitate fair tenure. It deals in general with land in the remainder, which is land on the border of a township or municipality which has been zoned for certain purposes. Land that has been transferred to the municipality may also be transferred to another legal entity. The Act provides for fair transfer in that it states that suitable provision must be made "for a balance of security of land tenure rights and protection of right of use" of all affected parties. Processes under TRANCA are currently underway in the Northern Cape target region of the project.

The Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA) aims to develop a new framework to govern planning permissions and approvals, sets parameters for new developments and provides for different lawful land uses in South Africa. SPLUMA is a framework law, which means that the law provides broad principles for a set of provincial laws that will regulate planning. SPLUMA also provides clarity on how planning law interacts with other laws and policies. These provisions provide that a municipality can conclude an agreement with a traditional council which would allow a traditional council to take over some of the land planning and land use powers and functions that are vested in the municipality (as long as the traditional council is not empowered to make a decision in relation to

land planning and land use). In cases where the municipality does not conclude this type of agreement with a traditional council, the traditional council would be required to provide proof of land allocation in terms of customary law.

Integrated Development Plan (IDP): Local municipalities are required by the MSA to develop an Integrated Development Plan (IDP). Integrated Development Planning is an approach to planning that involves the entire municipality and its citizens in finding the best solutions to achieve long-term development. An IDP provides an overall framework for development of a municipality. The IDP aims to coordinate actions of local and other spheres of government in a coherent plan to improve local wellbeing. It considers existing conditions, barriers and resources available for development. The IDP outlines economic and social development for the area and defines the framework for how land should be used, what infrastructure and services are needed and how the environment should be protected.

Municipal Spatial Development Framework (SDF's) incorporate bioregional planning into annual Industrial Development Planning. This follows on from the 2016 Spatial Development Framework guidelines developed by the Department of Rural Development and Land Reform (DRDLR). The SDF guidelines follow on from the Spatial Land Use and Management Act (SPLUMA), with a view to ensure all local, regional and national policy directives and associated activities are aligned. The aim of the SDF guidelines is to clarify the classification and purpose of land use areas, including but not limited to conservation areas, buffer areas and agricultural areas, as well as clarifying the roles and responsibilities of the different spheres of government. It also provides a "framework for evaluating the effectiveness of SDFs as a spatial transformation instrument". These classifications may have an influence on the sustainable land management practices pertaining to the region.

A summary of the institutional, sectoral and policy context is provided in Table 3-1.

Table 3-1: The summarised institutional, sectoral and policy context of target sites

Scale	Legislation/ Policy/ Plans and Programmes
International	• UNFCCC • UNCCD
National	• Constitution of South Africa • White Paper on Local Government 1998 • The Local Government: Municipal Structures Act of 1998 • The Local Government: Municipal Systems Act of 2000 • White Paper on Traditional Leadership and Governance 2003 • National Environmental Management Act (Act 107 of 1998) NEMA • National Environmental Management: Biodiversity Act, 2004 (NEM:BA) • National Environmental Management: Protected Areas Act, 2003 (NEM: PAA) • Conservation of Agricultural Resource Act (CARA) • Communal Property Association Act 28 of 1996 (CPAA) • The Transformation of Certain Rural Areas Act, Act 94 of 1998 (TRANCA) • The Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA) • National Development Plan (NDP)

Scale	Legislation/ Policy/ Plans and Programmes
	• Traditional Leadership and Governance Framework Act of 2003
Provincial	• Limpopo Spatial Planning and Land -Use Management Bill • Northern Cape Planning and Development Act • LandCare Programme • Comprehensive Agricultural Support Programme (CASP)
District	• LandCare Programmes • Integrated Development Plan (IDP) • Spatial Development Framework (SDF)
Municipal	• Integrated Development Plan (IDP) • Spatial Development Framework (SDF) • Environmental Management Framework (EMF)
Community	• Spatial development frameworks and land use management systems (As per SPLUMA- contested by Traditional Authorities)

3.1.1.2. Institutional Context

In South Africa, biodiversity conservation is well established. Although the **Department of Environment, Forestry and Fisheries** (DEFF formerly DEA) is the primary custodian, several ministries and departments share the responsibility. These include the **Department of Water and Sanitation** (DWS), **Department of Agriculture, Land Reform and Rural Development** (DALRRD formerly DAFF), **South African National Biodiversity Institute** (SANBI) and other public and private institutions.

DEFF is the primary custodian of environmental issues in South Africa. It is responsible for setting environmental policy and legislation, and for monitoring compliance with these policies. Under the framework of the broader Expanded Public Works Programme (EPWP), DEFF is engaged in the implementation of the Environmental Protection and Infrastructure Programmes (EPIP), which is aimed at conserving natural assets and protecting the environment while also supporting job creation. The main goal of the programme is to alleviate poverty through a number of interventions that use labour intensive methods targeting the unemployed, youth, women, people with disabilities, and Small, Medium and Micro Enterprises (SMMEs), and are implemented in communities to uplift households while empowering beneficiaries to participate in the mainstream economy in a manner that addresses the environmental management challenges facing the country. These programmes are implemented at a local level through close collaboration with the local municipalities, Traditional Authorities and land use councils.

DWS is responsible for the regulation of water use in South Africa. It does this by means of creating a register of all water users in South Africa and ensuring that water resources are allocated equitably and used beneficially in the public interest.

DALRRD is primarily responsible for policy development, regulatory functions, communication and information services, research on agriculture resources and land registration and redistribution of lands. Responsibilities include approving applications for cultivating virgin land and burning of veld, and

applications for sub-division in terms of the Subdivision of Agricultural Land Act 70 of 1970. Other key focus areas of DALRRD include agricultural trade and business development, agricultural production, and sustainable resource management. Research is traditionally contracted out to the Agricultural Research Council (ARC). LandCare is a community-based programme supported by the DALRRD with the aim of enhancing the sustainable management and use of agricultural natural resources. The overall goal of LandCare is to optimise productivity and sustainability of natural resources to aid in greater productivity, food security, job creation and better quality of life for all. The LandCare program is threaded through national, provincial, district and local municipal structures with dedicated personnel sitting within each structure. The flagship programme of the initiative is the Area Wide Planning (AWP) approach. Based on Sustainable Land Management (SLM) and Community Based Natural Resource Management (CBNRM) principles, this approach aims to support community level work on land rehabilitation, erosion control, water management, and control of invasive alien plant species.

SANBI functions include the provision of information and knowledge, as well as policy support and advice. It also engages in in ecosystem restoration and rehabilitation programmes and provides models of best practice for biodiversity management.

The Provincial Departments of Agriculture such as Limpopo Department of Agriculture and Rural Development (LDARD) and Northern Cape Department of Agriculture and Land (NCALR) are responsible for providing extension support to farmers and land users. These agriculture departments are responsible for:

- farmer settlement and development;
- agricultural economics;
- technology research and development;
- sustainable resource management;
- veterinary services; and
- agricultural training.

Provincial agricultural departments are usually larger in terms of staff complements compared with the equivalent environmental departments.

The Northern Cape is divided into five District Municipalities (DM's), which are further divided into 26 Local Municipalities (LM's). The project focus falls into the ZF Mgcawu DM (Regional Focus) and the David Kruiper LM (Local Focus). The Limpopo Province is divided into five DM's, which are further divided into 22 LM's. The project focus falls into the Sekhukhune DM (Regional Focus) and Fetakgomo-Thubatse and Makhuduthamaga LM (Local Focus).

The role of DM's is to

- Redistribute resources within a district according to need;
- Assist and capacitate local municipalities to enable them to provide, and sustain the provision of services in their areas; and
- Promote economic development in the district because sustainability of service provision (as well as the general well-being of the inhabitants) is dependent on a productive local economy.

District planning mechanisms include: the LandCare Programmes, district level Integrated Development Plans (IDP) and district level Spatial Development Frameworks (SDF).

LM's have a broad mandate for making decisions regarding land use. This authority includes extending permission to develop or change the use of land in terms of their Integrated Development Plan (IDP), Spatial Development Framework (SDF), Environmental Management Framework (EMF) and biodiversity-specific plans. National and provincial governments may delegate authority for specific activities to municipalities. The EPWP and LandCare programmes are coordinated at a site level through the LM's. They provide a valuable connection between goals and objectives at a national level and implementation at a site level.

Traditional Authorities (TA's) represent an additional management mechanism within traditional areas. TA's are linked to the LM through SPLUMA. Traditional Authorities operate to represent their communities within the national governance framework.

3.1.2. Environmental Context

3.1.2.1. Limpopo Intervention Area

Covering an area of 125,755 km², Limpopo province is characterised by a diverse topography, ranging from eastern lowlands to the central highlands that rise up to over 2 000 m resulting in the region ranging from a dry sub-arid to humid region (UNCCD 2019). The biogeographical diversity of the Province has resulted in a diverse array of habitat types and land uses, including dry woodlands and bushveld (an area of mixed grassland and trees) that cover most of the province, as well as moister highland grasslands, mist-belt and afro-montane forests in the higher elevation areas.

Sekhukhune DM is approximately 13.5 mil Ha in size situated predominantly in the Savanna biome made up of largely Bushveld vegetation. The topography is exceedingly more drastic moving from the west to the Wolkberg formations in the east. The average grazing capacity in the region is represented at 12.6 to 17.8 ha/LSU. The region consists mainly of Sekhukhune Mountain Bushveld in the south, moving towards Sekhukhune Plains Bushveld in the north.

Land cover observation of the Mphanama Village (Focus B52B Lepellane Catchment) region shows relatively dryland habitat cover with communal sprawl throughout the region (Figure 3-4). The region represents a mosaic of rural land uses with much of the land being utilised for grazing which was surprising at the time of field investigation due to the low level of vegetative cover in the region,

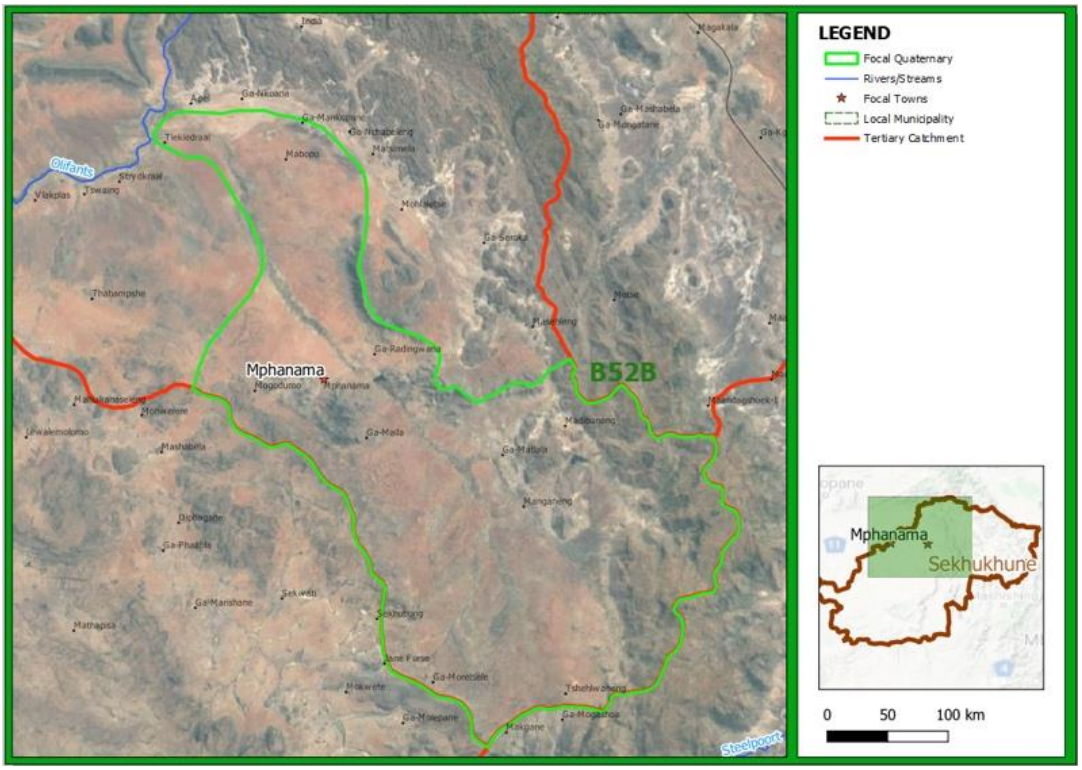


Figure 3-4: Satellite Imagery of the Communal Focal Area in Sekhukhune District Municipality

3.1.2.2. Northern Cape Intervention Area

The Northern Cape has very hot summers and very cold winters and is characterised by a landscape which is dominated by vast arid plains that fall within both the Nama-Karoo and the Kalahari Savanna biomes, with vegetation characterised by low sandy shrubland and grass, and trees limited to water courses. The western coastal region, which receives small amounts of winter rain, is dominated by succulent shrubs and is classified as being within an arid zone. The interior of the Province has a mixture of low shrubs and grasses (Hoffman et al, 1999). The region is classified as an arid region (Koppen-Geiger Climate Classification System), with lowest mean cumulative precipitation reaching 25mm/yr. In addition to the dry climate, rain patterns are unpredictable and short lasting. Mean annual evapotranspiration in the region is 2 100 mm highly exceeding the rainfall of the region.

In the Dawid Kruiper LM climatic and physical characteristics have resulted in a landscape largely devoid of perennial surface water. A key source of water to communities is groundwater through the use of wells and boreholes. The recharge rate of aquifers however is lower than the abstraction rate, thus this source of water is not seen as renewable. Often these sources of water are additionally highly saline and unfit for effective use. A variety of ephemeral pans can be found throughout region. These provide valuable sources of water for animals during wet periods however also contain high levels of silt and minerals.

The dry climate and lack of perennial surface water has resulted in arid to semi-arid ecosystems being characteristic of the region. A key driver of the dominant Savanna biome is limited rainfall of which typically results in a predominantly grassy ground layer with distinct scattered woody plants (SANBI 2017a). In the catchment this woody layer is dominated by a low Shrubveld. The Nama-Karoo is characteristic of even less rainfall representing floral patterns of grassy and dwarf Shrubveld (SANBI 2017b) largely devoid of woody plants. This area is representative of lime rich highly erodible soils.

Satellite imagery gives an indication of the structure of ecosystems, with seemingly sparse vegetative cover and regions of exposed soil and sand dunes (Figure 3-5).

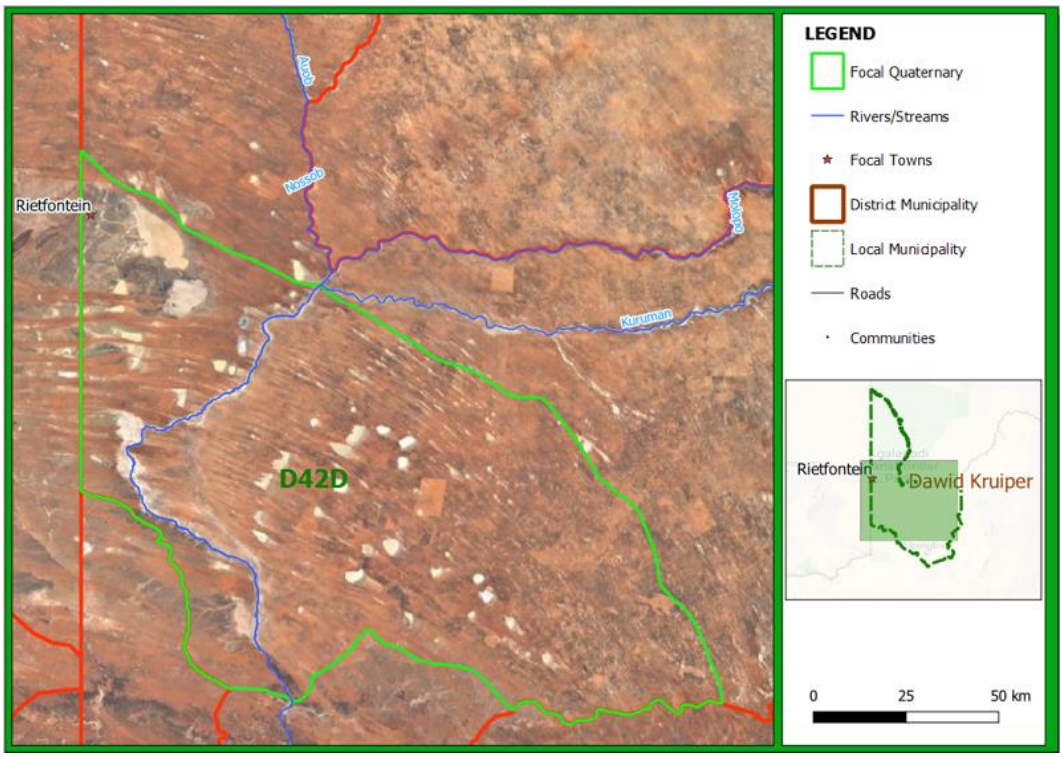


Figure 3-5: Satellite Imagery of the Local Focal Area in Dawid Kruiper Local Municipality

Images below (captured November 2019) give an indication of the nature and condition of landscapes in the catchment having sparse vegetative cover and regions of exposed soil and dryland characteristics.

The vast majority of this catchment area is classified by national Land Cover Data (DEFF 2018) as Grassland/Shrubland, with some agriculture taking place in the southern and western areas. The region area represents extremely low-density grazing capacity, with 17.6 to 22.5 ha/LSU the in the east, becoming poorer quality moving westwards with 22.5 to 27.4 ha/LSU in the central region and 32.3 – 37.1 in the west.

As is clear from the above discussion of the area that the environmental conditions found around Rietfontein are particularly harsh and dry, with the grazing capacity directly surrounding Rietfontein representing poor quality resource.

3.1.3. Socio-economic Context

3.1.3.1. Limpopo Intervention Area

The population of Limpopo province is approximately 5.6 million (Statistics South Africa, 2014). Approximately 73% of the province remains in its natural state (much of which is used for grazing), while 27% has been transformed by other land uses, notably agricultural cultivation (Gibson 2006). Cattle farming is a major agricultural activity in the bushveld. The province also represents extensive ranching operations often being supplemented by controlled hunting with about 80% of South Africa's hunting industry is located in Limpopo. Commercial agriculture is scattered throughout the province, but is centralised mainly in the southern area, while subsistence agriculture is extensive throughout the communal lands. Important crops include sunflowers, cotton, maize, peanuts, table grapes, bananas,

lychees, pineapples, mangoes, papaya, a variety of nuts, and extensive tea and coffee plantations. Extensive forestry plantations are also found in the region, including hardwood for furniture.

The regional focus during project implementation will be the Sekhukhune DM as per allocated in the PIF (Figure 3-6). The DM falls within the Olifants river primary catchment with the Olifants river bordering the northern portion of the municipality.

Agricultural production in the Sekhukhune DM is relatively diverse. Livestock accounts for the largest portion of activity by households engaged in agriculture, followed by poultry production, vegetable crops, and other crops. Fodder grazing accounts for only 2 to 4% of production.

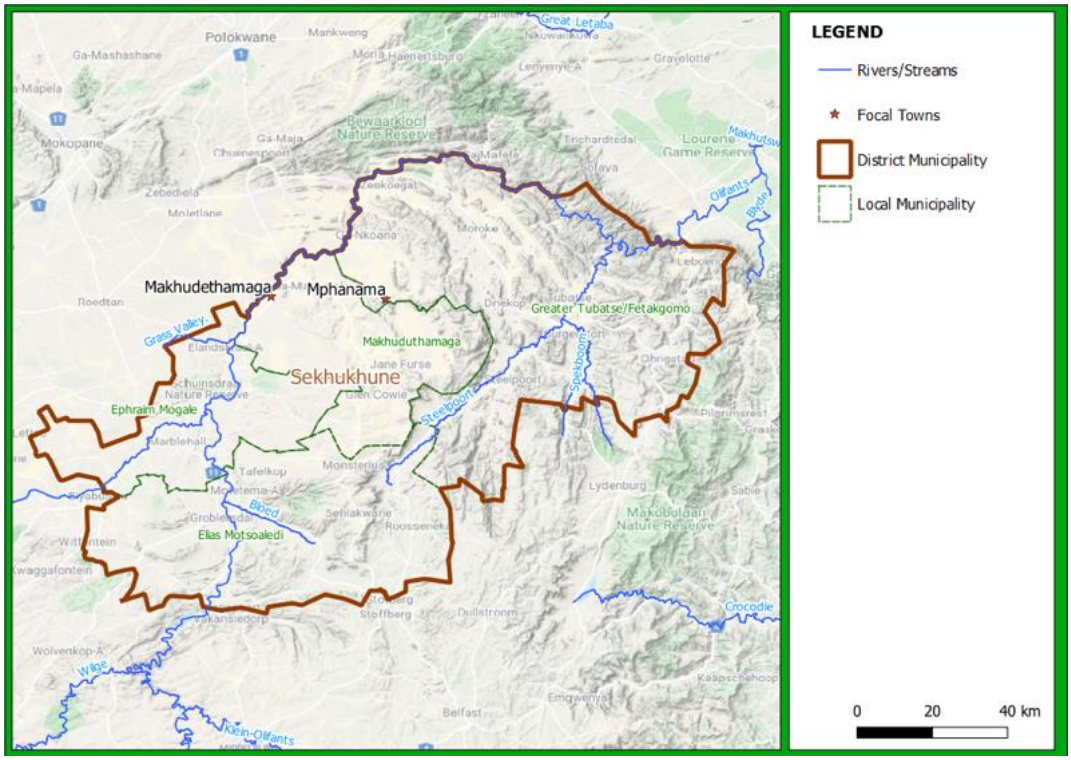


Figure 3-6: Locality of the Regional Focal Area of Sekhukhune District Municipality

The Local level or Landscape level Focus is represented by two local municipalities, namely the Fetakgomo-Thubatse LM (formed through the collation of Fetakgomo LM and Greater Thubatse LM) and Makhuduthamaga LM (Figure 3-7). The demographic and agricultural economics of these LM's are described in Table 3-2.

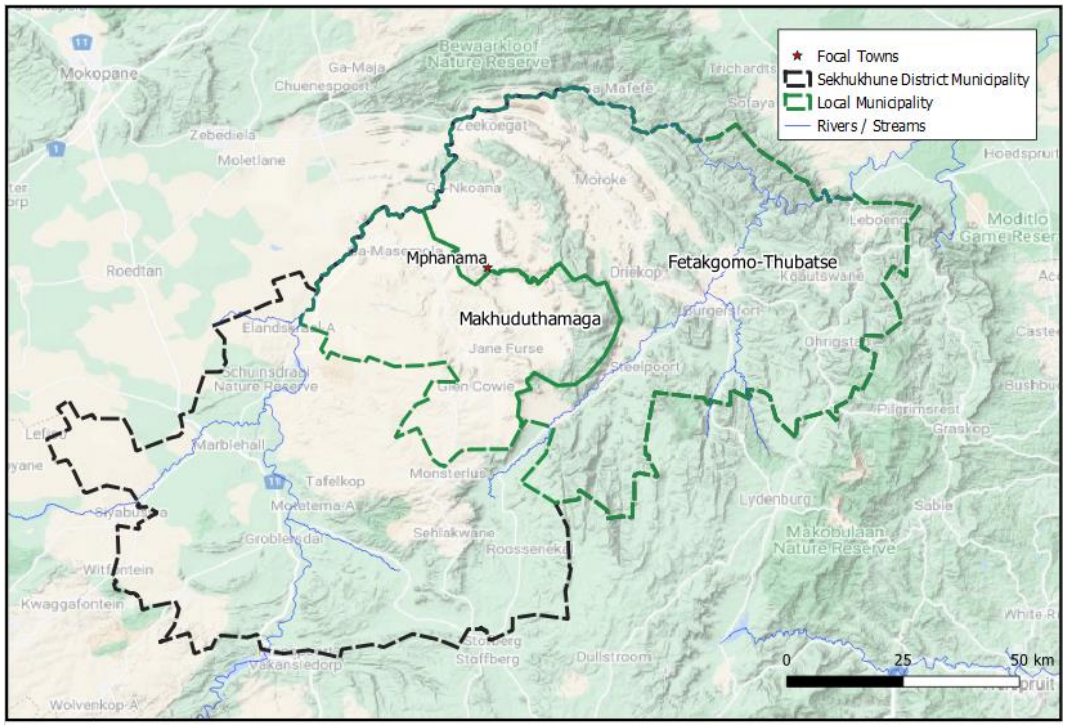


Figure 3-7: Locality of the Local Focal Area in Sekhukhune District Municipality

The region is characterised by excessively high unemployment, fostering the need for a large portion of the population to engage in subsistence agriculture. Coupled with relatively high population density, this exerts increased pressure on the land. The population density in the region is 85, 73, and 131 persons per square kilometre in the Fetakgomo, Greater Tubatse, and Makhuduthamaga local municipalities respectively, is considerably above the average of 43 for Limpopo Province.

The key economic drivers in the region are community services, mining and trade with approximately one third of households in the two municipalities are agricultural in nature. The highest proportion of agricultural households working with livestock is the western Fetakgomo-Thubatse LM region. Agricultural livelihoods display focus predominantly on cattle and goats and to a lesser degree sheep. A small proportion of these households utilise fodder to supplement livestock needs.

Table 3-2: Demographic and Agro-Economic Breakdown of Focal Local Municipalities (Census 2011)

Description	Fetakgomo-Thubatse LM			Makhudu thamaga LM
	Former Fetakgomo LM	Former Greater Thubatse LM	Total	
Population Size	93 795	335 676	429 471	274 358
Population density	85 persons/km^2	73 persons/km^2		131 persons/km^2
Ave Household Size	4.1	3.9	4	2.6

Description	Fetakgomo-Thubatse LM			Makhudu thamaga LM
	Former Fetakgomo LM	Former Greater Thubatse LM	Total	
Male: Female	45: 55	48: 52		44: 56
Predominant Race	Black (99%)	Black (98%)		Black (99%)
Language	Sepedi	Sepedi (89%)		Sepedi (93%)
Completed Secondary School	9.6%	9.9%		8.6%
Employed	9 184 (10%)	49 522 (6.7%)	58 706 (7.3%)	19 534 (14%)
% Households access to electricity	91%	76%		90%
Access to Internet	16%	20%		18%
Agricultural Households (% total)	7 960 (35%)	25 347 (30%)	33 307 (31%)	24 803 (38%)
Agricultural Households - Fodder Grazing (% total)	185 (0.8%)	694 (0.8%)	879 (0.8%)	890 (1.3%)
Agricultural Households – Cattle (% total)	7 729 (33.8)	6 223 (7.4%)	13 952 (13%)	7 729 (11.8%)
Agricultural Households – Sheep (% total)	711 (3.1%)	5 53 (0.67%)	1 264 (1.2%)	1 769 (2.7%)
Agricultural Households – Goats (% total)	4 050 (17.7%)	7 733 (9.3%)	11 783 (12.3%)	7 140 (10.9%)

The Mphanama Village is situated within the B52B quaternary catchment which will represent the community level focus during project level implementation (Figure 3-8).

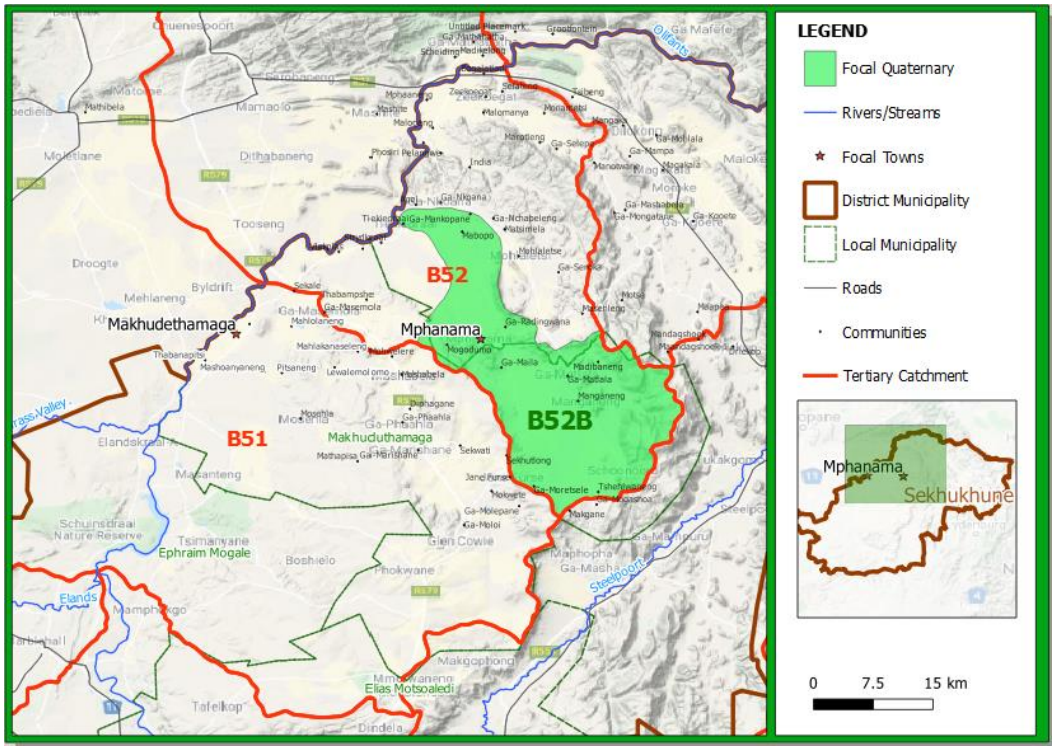


Figure 3-8: Locality of the Community Level Focal Area in the Fetakgomo-Thubatse and Makhuduthamaga Local Municipality

There are various communities positioned within the catchment including Tiekiedraai; Ga-Mankopane; Mabopo; Ga-Radingwana; Mphanama; Ga-Maila; Mogodumo; Madibaneng; Ga-Matlal; Manganeng; Ga-Moretsele, and Tshehlwaneng. The region comprises of a population size of approximately 50 000 individuals and 4 000 agricultural households (Census 2011).

Governance of Land

Land allocation to prospective users is conducted by the Traditional Authority in the target site. The process typically involves a land user requesting land allocation from the Traditional Authority. The request requires a declaration of intent and requirements (i.e. size, location etc). The Traditional Authority will, during a weekly council meeting, decide to grant or deny the request. The council meetings typically include representatives from the Traditional Authority, the local councillor, communal representatives (often retired members of agricultural services, observed in the Nchabaleng Traditional Authority). The presence of an environmental or social decision-making framework is unclear, however specific land uses have been flagged as higher risk and land allocation will be considered on specific conditions. Where there is uncertainty, the council will seek the input from the local agricultural or environmental representatives (i.e. Technical staff in LandCare programme operating within municipalities). If the request is accepted, the applicant will be issued a Permission to Occupy (PTO). Depending if the applicant is a community member or not, the land allocation will be formalised through a contractual agreement. These contracts are evident in the target area through use of land by non-communal commercial land users who are termed “Strategic Partners”. Communal members who apply are not required to formalise the agreement through a contract. It would additionally be unusual if a community member requested a contractual agreement.

SPLUMA empowers and recognises municipalities as the appropriate authority to take land use management decisions. Under SPLUMA, this recognition requires that Traditional Authorities comply

with one of two conditions. Firstly, the Traditional Authority is required to develop a spatial development framework and implement land use management systems as part of their agreements with municipalities. Secondly, the Traditional Authority is required to provide the municipality with proof of land allocation. These conditions allow the municipality to monitor and where necessary regulate land use activities within the region. SPLUMA, as a mechanism, allows for the connection between official institutions and traditional institutions for improved governance of these regions at various scales. Traditional Authorities across South Africa, however, see the requirements as a limitation of their independence to govern the land as they see fit. There has therefore been a general rejection of SPLUMA by Traditional Authorities (Dulah Omar Institute 2019[1]). It is likely that this misalignment of approach and objectives has led to improper governance of land at the project site. Examples of this are the following:

- The regions communal land tenure system and the regulation of land use by traditional authorities has been seen to not be consistent and has led to confusion and disputes among land users.
- There is currently no obvious land allocation/use framework that outlines conditions of use of land.
- The management and regulation of land use by land users in terms of formal structures is weak i.e. limited contractual management which limits the security of land tenure by land users. This limits the willingness to invest into SLM on allocated land.
- The general sense in the region is that no single entity is responsible for promoting overall SLM. Land management structures have conflicting ideas of overall goal i.e. one assumes the region is earmarked for cultivation whereas another may be promoting livestock grazing.
- There are currently no guidelines or conditions available to land users. This is exacerbated through weak regulation. General consensus if that rangelands are a “free for all” for grazing..

Value Chains

The observed livestock value chain in Mphanama is centred mainly around cattle farming and is described in Figure 3-9. Farmers are mainly concentrated on communal land (state owned), of which has been identified to possess a variety of limitations for effective SLM. Some of these limitations resulting in limitations in site specific SLM operational requirements and best practises. An example is rotational grazing, which exacerbates land degradation.

[1] https://dullahomarinstitute.org.za/multilevel-govt/local-government-bulletin/volume-14-issue-2-december-2019/land-use-management-where-traditional-and-municipal-governance-meet-in-rural-areas

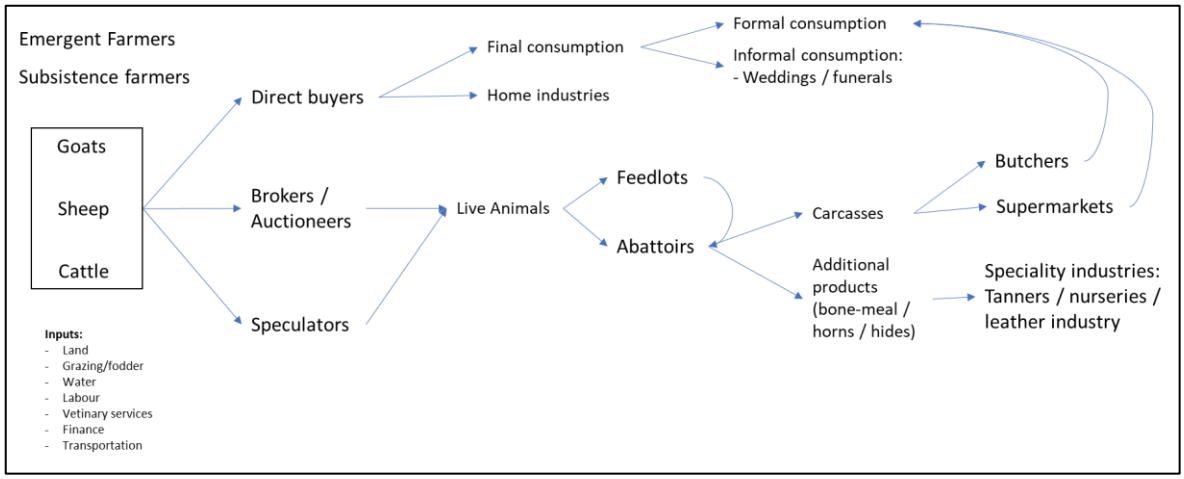


Figure 3-9: Observed informal livestock value chain in Lepellane, Limpopo

While there are some commercial auctions which facilitate the sale of animals to the formal market, a significant proportion of the animal products are sold on the informal market, often traded as lobola, or purchased for tradition ceremonial purposes, such as weddings or funerals.

Commercial sales, where they do happen, are facilitated by brokers or auctioneers, where livestock is bought by speculators for onwards sale to feedlots. Animals are fattened up in feedlots before being sold on to abattoirs for slaughtering and further processing. These commercially sold meat products end up in local butcheries or supermarkets where they are sold to final consumers.

The high population density of this area, and the concurrently high level of livestock farming, puts significant pressure of the landscape. While the rural population represents a significant market for informal trade, access to markets presents a challenge. Much of the formal market is supplied by commercial farmers who can provide higher quality products.

The main barriers to integration in the formal value chain include lack of traceability of livestock, and concurrent lack of veterinary certifications; poor quality meat products due to poor quality grazing, and the lack of systematic management practices.

3.1.3.2. Northern Cape Intervention Area

The Northern Cape is by far the largest province in South Africa with a total area of 372,889 km^2. With a total population of 1.16 million people, the Northern Cape also has the lowest population densities in the country.

Agro-processing in the Northern Cape accounts for under 1% of the total domestic agro-processing sector (Department of Economic Development and Tourism, 2014). The Northern Cape Province exports mainly dried grapes, nuts, alcoholic vegetables, and fruit and vegetables, while importing animal feeds, plant oils, and processed fruit and vegetables (DEDT, 2014)

Given the province's dry conditions and dependence on irrigation, many Northern Cape farmers are branching out into value-added activities such as game farming. Although in some areas grapes and fruit are cultivated intensively, the economy of a large part of the Northern Cape depends on sheep farming.

As of August 2019, the Northern Cape accounts for 24% of the total number of sheep in South Africa, with a population of 5,3 million animals. The figures for other types of livestock in the province include

470,000 goats (accounting for 9% of the country's total), 432,000 cattle (3,5%), and 19,000 pigs (1,3%). (StatsSA, 2019).

The Local level or Landscape level Focus in the Northern Cape Province is represented by the Dawid Kruiper LM (DKLM) as per allocated in the PIF (Figure 3-10).

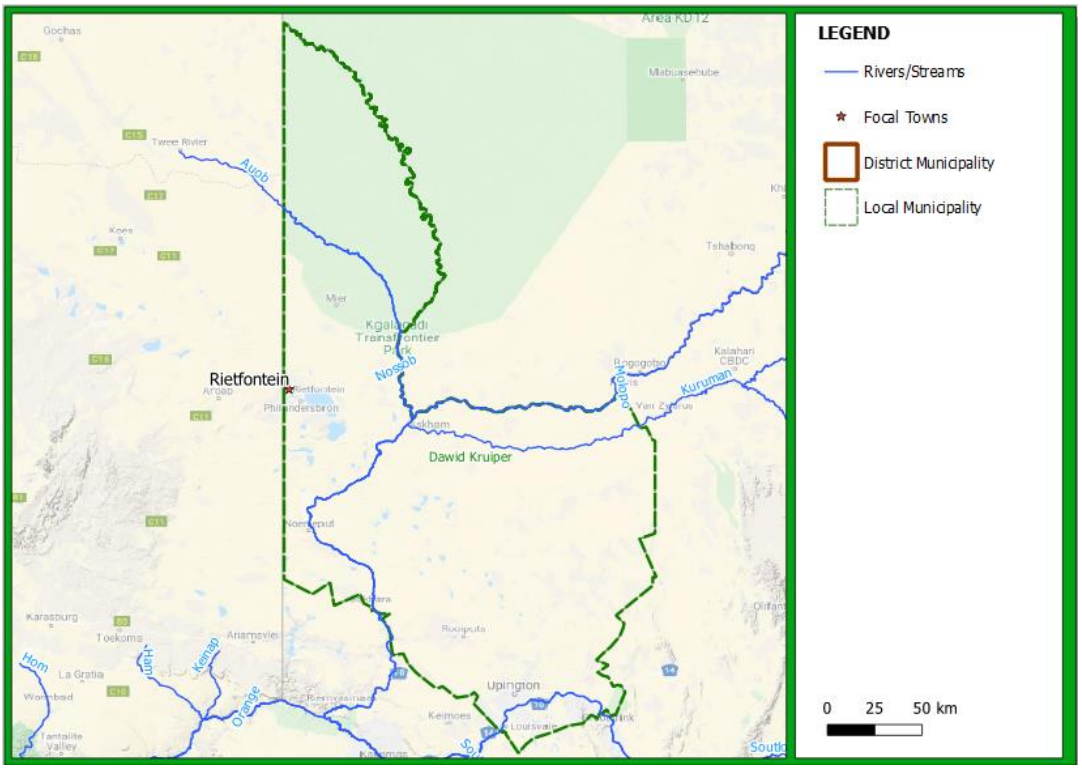


Figure 3-10: Locality of the Landscape Level Focal Area of Dawid Kruiper Local Municipality

The DKLM was formed through the joining of two municipalities namely Mier and Kara Haas LM. Regardless of total extent, population size differs greatly between northern (former Mier LM) and southern (former Kara Haas LM) DKLM representing 10 and 90% of the total population respectively (Table 3-3). This is represented by the contrast in population densities between the regions with 0.31 people per Km^2 in the North and 2.3 people per Km^2 in the south and western region of DKLM (Table 3-3).

Table 3-3: Demographic and Agro-Economic Breakdown of Focal Local Municipalities (Census 2011)

Descriptor	Mier LM	Kara Haas LM	DKLM
Population Size	7 003	93 494	100 497
Population Density	0.31/km^2	-	2.3/km^2
Ave Household Size	4	4	4
Male: Female	51:49	49:51	
Predominant Race	Coloured (90%)	Coloured (65%)	

Descriptor	Mier LM	Kara Haas LM	DKLM
Language	Afrikaans (92%)	Afrikaans (85%)	
Completed Secondary School	12.30%	13.50%	
Employed	18.50%	27%	
% Households access to electricity	74%	90%	
Access to Internet	19%	17%	
Agricultural Households (% total)	583 (32.6%)	2 243 (9.6%)	2 826 (11%)
Agricultural Households - Fodder Grazing (% total)	1 (0.1%)	168 (0.7%)	169 (0.7%)
Agricultural Households – Cattle (% total)	178 (10%)	302 (1.3%)	480 (1.9%)
Agricultural Households – Sheep (% total)	354 (19.8%)	474 (2%)	828 (3.3%)
Agricultural Households – Goats (% total)	359 (20.1%)	317 (1.4%)	676 (2.7%)

DKLM borders with Namibia in the west, the KTP in the north and Botswana in the north-east. It consists of several small towns and the Khomani San community within its jurisdiction. Rietfontein, is situated approximately 280Km north-west from Upington, the biggest town and regional commercial centre of DKLM. Natural boundaries provide a unique aspect to the town, with one is the Kalahari Desert with the other being the Orange River, South Africa's largest river, which it straddles.

The Mier and Khomani San (Khoisan) communities are the key communities residing in the greater region with the Mier community forming the focal community for the project. The Khoisan are a significant non-bantu indigenous group residing in the region who fall under the Khomani-San traditional authority. The Khomani-San community holds land (80 000 ha) in the Andriesvale region registered under a Community Property Association (CPA).

The Mier region, where other than the Khomanisan, the Mier communities are situated, is almost entirely rural, with high proportions of poor households. Although these communities have relatively high access to large rangelands, issues with land tenure and boundaries has resulted in high heterogeneity of land use practices in the region.

Three key economic activities currently taking place in the greater catchment are agriculture, mining and tourism, with agriculture further divided into cultivation and livestock farming.

Tourism is an important activity in the catchment. The focus of this industry is natural resourced based or ecotourism, largely driven by high biodiversity, unique geomorphic features, and vast undisturbed natural areas. The nature of this type of tourism shows potential for alternative forms of income to be

generated by communities, strengthening the case for active stewardship of the region's natural resources.

Livestock production provides the majority of households with a livelihood. Livestock farming is divided into two categories: commercial and communal/subsistence livestock framing, with the former mainly undertaken as a business venture. Availability of water limits stock farming however boreholes are extensively used to open areas for grazing, but in many cases the quality of the groundwater is such that it affects the health of the livestock. Some land management practices implemented by farmers to meet socio-economic demands in the area have had adverse effects on the environment and the capacity of the land to support the small-scale livestock industry.

Livestock agriculture tends more towards sheep and goats and to a lesser degree cattle. A relatively high (compared to communities in Limpopo) proportion of these households utilise fodder to supplement livestock needs. This is likely due to the knowledge of climatic variability and lack of confidence of natural grazing resources in the region. With a decrease in the carrying capacity of the land due to unsustainable land management and grazing practices, there has been an increase in the prevalence of non-palatable plant species. (UNDP, 2015)

Prolonged drought, as well as the reduced availability of fodder, translates into increased costs for agricultural inputs. This takes the form of increased investment needed to secure water and animal feed. Climate change is also likely to exacerbate current constraints with the increased prevalence of droughts and flooding events.

Overall, the region has a very low population density, with only few communities positioned within the catchment (Figure 3-11).

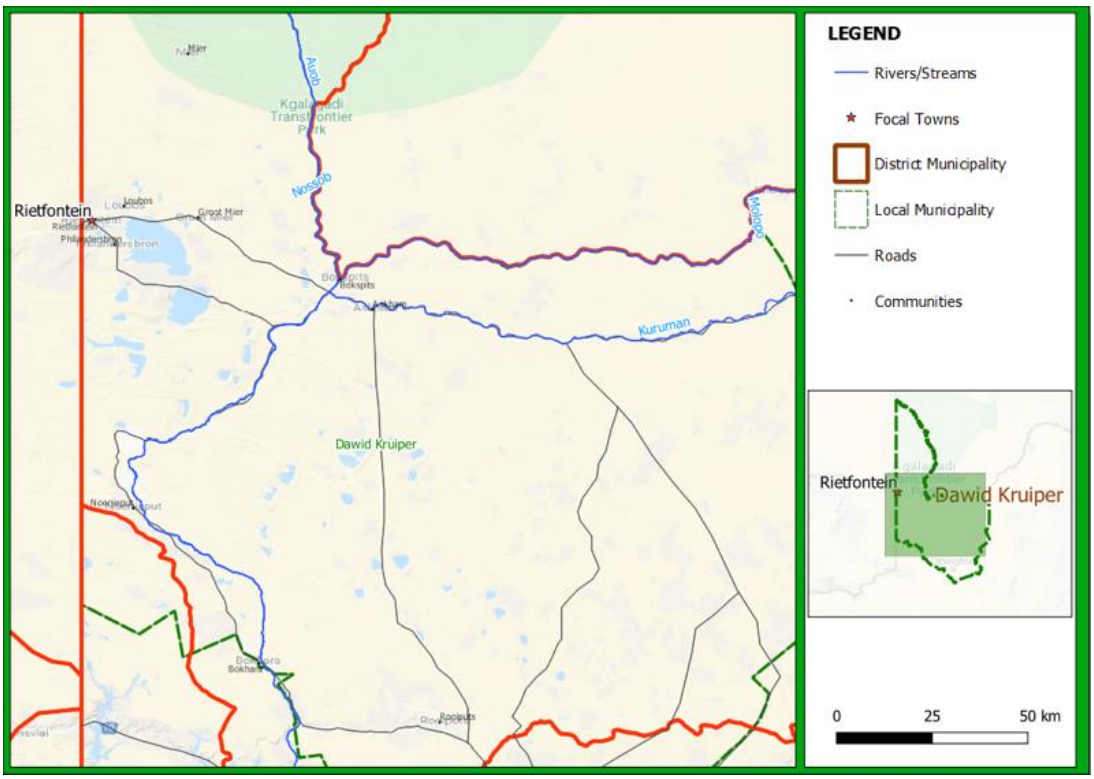


Figure 3-11: Locality of key communities in the Dawid Kruiper Local Municipality

Rietfontein is small town on the border of South Africa and Namibia with a population of around 2,300 people. It is the main town of the previously known as Mier LM, and acts as a border post between the

two countries. The main language spoken by more than 95% of the population is Afrikaans, with over 90% of the inhabitants identifying as coloured. The term municipal commonage is traditionally given to land, owned by a municipality or local authority, that was usually acquired through state grants. It differs from other municipally owned land in that residents have acquired grazing rights on the land, or the land was granted expressly to benefit needy local inhabitants. Municipal commonage is not the same as communally owned land which is held in trust by the state and usually occupied and administered by tribal authorities (as per Limpopo target site). Key commonages (approximately 150 000Ha), including Rietfontein, Philandersbron, Loubos, Askham and Rietfontein extension commonages, are located around the towns of Rietfontein and Askham (Figure 3-13).

The municipal commonage of Rietfontein will form the community level focus of the project (Figure 3-12). The area has extremely low population density with approximately 400 agricultural households (Census 2011).

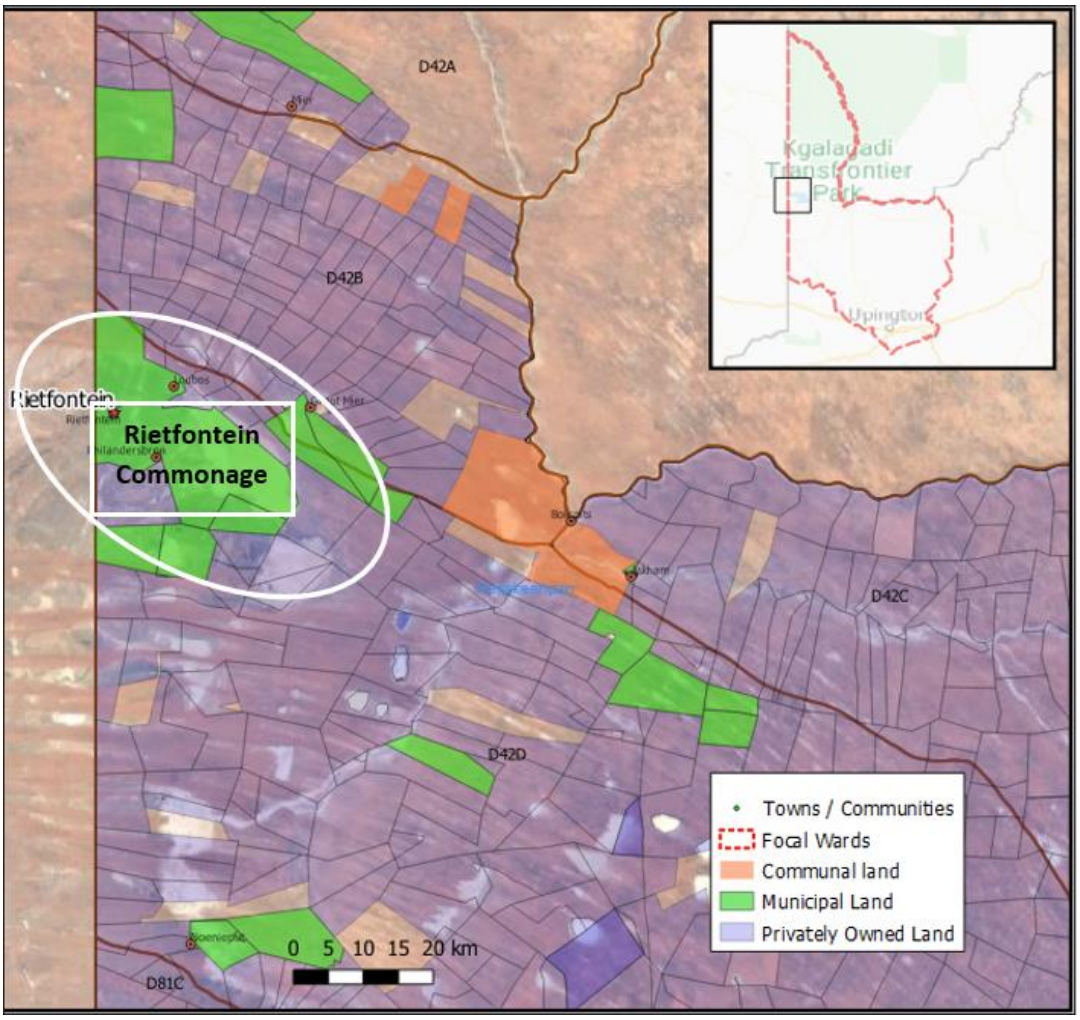


Figure 3-12: Community Level Focus of Rietfontein Commonage

Governance of land

A land reform process is currently underway in the Province and consists of land restitution, redistribution and tenure reform (DLA, 2003). Land restitution involves returning land (or providing monetary compensation) that was lost due to racially discriminatory laws. Land redistribution enables

disadvantaged people to buy land, while land tenure reform aims to bring all people occupying land under one system of landholding.

In 2002, under the Transformation of Certain Rural Areas Act, Act 94 of 1998 (TRANCA), the Northern Cape Government successfully settled a land claim between the San and Mier communities, of approximately 100 000Ha.

In the past, state agricultural land has been made available to emerging commercial farmers, in the form of leases, outright sales and access to grazing land (Northern Cape Provincial Government, 2002b). Under TRANCA, emerging farmers leasing agricultural land (i.e. commonages) were given the opportunity to buy the land. The claim therefore resulted in 120 emergent farmers being sold land portions ranging between 2000 and 3000 ha each, all of which are generally situated in the northern Groot Mier region. The contracts signed by the emergent farmers have specific conditions to use and sale of which aim to sustain the objectives of the land redistribution process.

By the end of 2003, the Northern Cape had processed 2,606 land claims out of 2,773 (International Marketing Council, 2003), and today the majority of the land in the Northern Cape is privately owned (DWAF, 2004). Non-private land is currently owned by municipalities and managed as municipal commonages.

The TRANCA process is currently underway and is focussing on redistributing portions of existing commonage land to emergent farmers currently leasing the land. The process has been ongoing since 2009 and there is yet to be a decision made. Although progress is yet to be made this arrangement will greatly improve land tenure security for the land users and is key for the implementation of the project.

The land users in the region are therefore classed into three categories including commercial farmers, emerging farmers and commonage farmers.

Commercial farmers fall into the category of private land users that utilise land on a commercial scale. There are two commercial farmers unions including the Askham and Noenieput Union.

Emergent farmers category represents the emergent commercial farmers that bought land through land redistribution processes under TRANCA. It has been expressed that 2 000Ha of low carrying capacity is not sufficient to operate a feasible enterprise. It is obvious from satellite imagery that much of the land under the emergent farmers falls within non vegetated dunes and therefore is limited in productive capacity from an agricultural perspective. Various internal conflicts within these landowners have been identified as land size varies between farmers.

Municipal commonage land is land owned by the municipalities and are provided to the community through a lease process for use in agriculture. The process of allocation typically involves the municipality putting out a tender that there is land available. The applicant submits an application of interest declaring the intentions for the land (i.e. number, type of livestock), experience level (in terms of managing land and business). Only applicants from the surrounding communities may apply. The municipality receives numerous applications from which they assess, together with the local council, which applicants to grant use of commonage land. The process involves an assessment of feasibility based on number of livestock, size of available land and experience by applicant. Due to the lack of fencing infrastructure on commonage land, multiple land users may be allocated a single farm portion to share, which has in the past led to competition for resources and infrastructure. The specific combination of applicants is determined through the applicant criteria declared.

Successful applicants are formalised through the signing of a 5-year lease agreement between the municipality and land user whereby various conditions to use exist. The contract states that the land is to be taken as it stands and is the responsibility of the lessee for the period stipulated. The municipality hands over management responsibility to the lessee. This is largely due to lack of financial resources of the municipality. The municipality urges lessees to apply for support funding through alternative agricultural programmes, such as LandCare, should they need it. Investment into a piece of land becomes the land-users' responsibility. Development such as fences or water infrastructures, is permitted pending the municipalities approval.

Municipal policy states that inspections of livestock numbers will be done every 6 months, however due to limited resources this is typically only done once a year. Furthermore, the vast geographic sizes make monitoring difficult. Land condition assessments do not form part of the monitoring process.

If lessees are seen to be compliant, leases are extended after the lease period ends. Many communal families in these areas have been leasing commonage land for multiple generations. The entire extent of the commonage area is not leased out at any one point. This is to ensure rotational use of the commonage. Every two years, or so, specific lessees are reallocated alternative rangelands within the commonage (depending on their land use of course). The independent rotational grazing approach, as driven by the municipality, potentially reduces confidence in tenure and reduces interest in investment in a particular piece of land by the land user.

Pre- 2016 (prior to the amalgamation of Mier LM with Kara Haas LM) there was no regulation of land users on commonage land in place. Post 2016, with key land use policies being introduced to regulate the Mier region through Kara Haas LM, the requirement for regulation of commonage land has been formalised. There yet remains to be a framework put in place to ensure effective regulation of the commonage areas. The current status quo is that there is currently no understanding of who is utilising the commonage land. The process under TRANCA as it is ongoing has likely placed challenges to investing into the formalisation of the commonage use process.

General regions where these land users exist in the landscape are given in Figure 3-13. Data on land degradation between the various categories is not available. It is likely that commonage land, due to threats and barriers (described in Section 3.3 below), represents regionally higher land and rangeland degradation.

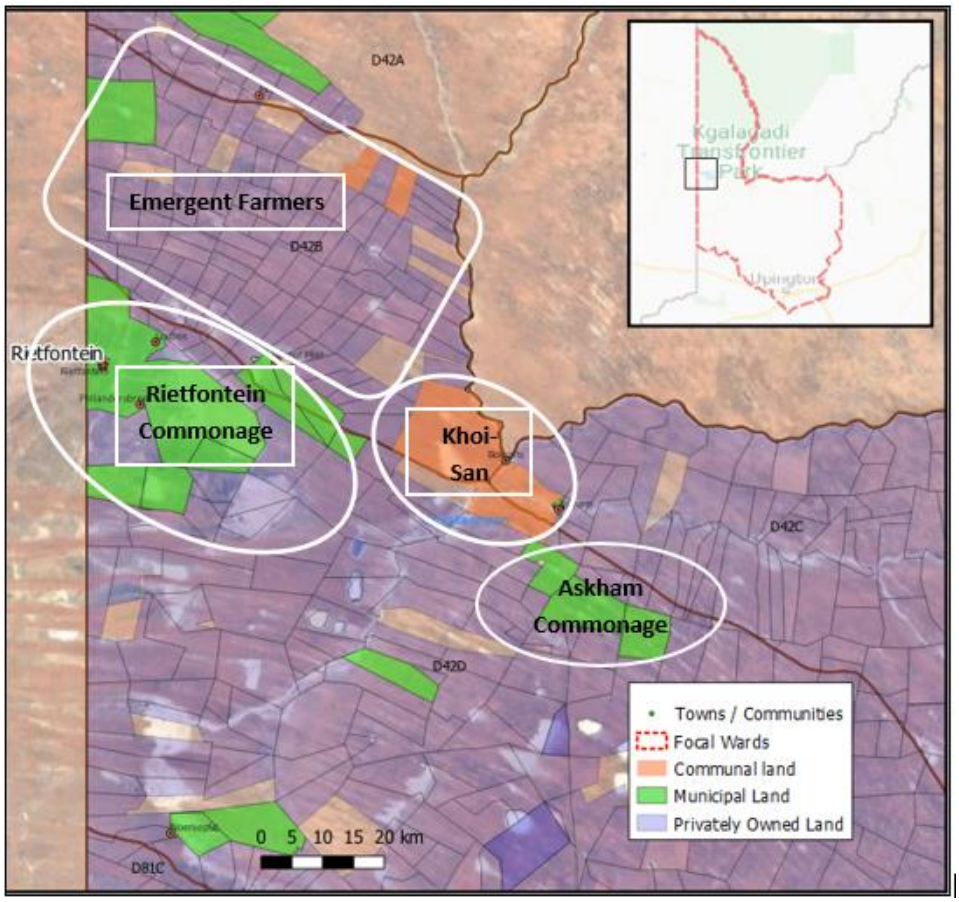


Figure 3-13: Category and general location of land users in the northern Dawid Kruiper Local Municipality

Value Chains

The value chains arising from land uses within target communities, consists of subsistence and small-scale livestock agriculture. These target land users fall into the two relatively undeveloped categories described above (i.e. emergent farmers and commonage land users). In both cases livestock agriculture is the predominant economic driver. More specifically, goats are the most commonly reared, followed by sheep, with cattle, donkeys and horses making up a small proportion. There is negligible cultivation of crops in the area. A brief schematic of the value chain in the region is provided in Figure 3-14.

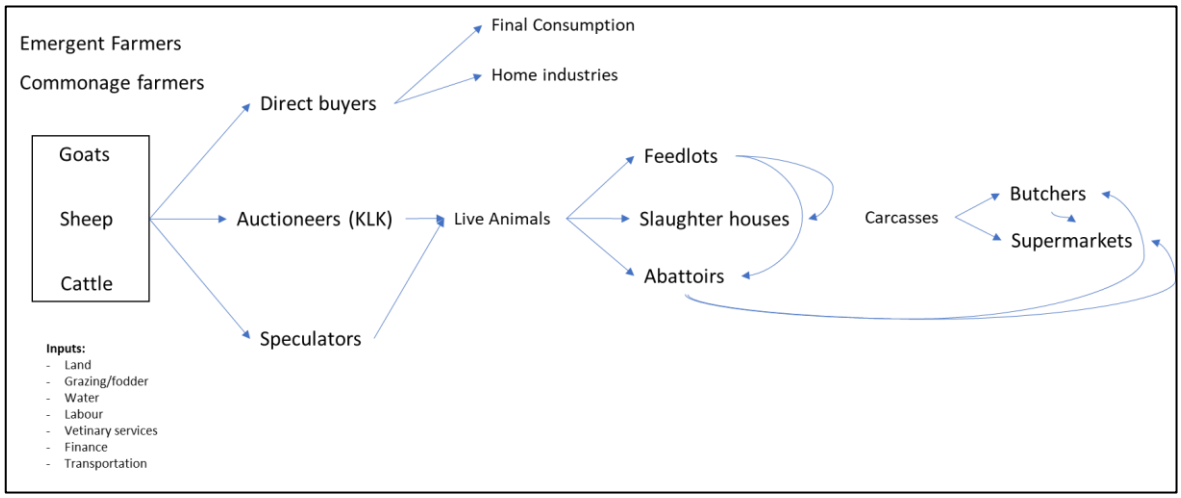


Figure 3-14: Observed informal livestock value chain in Rietfontein, Northern Cape

Local informal consumption is mainly of sheep, while cattle products are often processed into biltong (dried meat) for home consumption.

The bulk of the commercial livestock sales is represented by the sale of goats. This is facilitated by periodic auctions held by local auctioneers. Ad hoc purchases are also facilitated by certain community members who act as scouts for speculators who buy goats for onwards sale to rural communities often based in Kwa-Zulu Natal.

For the farmers, a number of constraints are present regarding the inputs into the livestock rearing process. These include lack of sufficient grazing due to the arid nature of the area, limited access to water points, limited access to veterinary services, and theft. Farmers need to rely on fodder to supplement their grazing during the dry season, and this has been exacerbated by prolonged drought in the area. While sufficient groundwater is present, the low number of water points present challenges in the distance required for animals to get to water, and further aggravates land degradation around these water points. The remote nature of this community presents difficulty for adequate veterinary service penetration, and a lack of fencing increases the risk of theft.

Trade barriers restricting participation in the formal value chain include lack of access to markets, transportation, and information regarding stock prices.

Livestock farmers have varying access to markets of which three mechanisms exist:

1. Informal sales between regional farmers and community members;
2. Mass informal sales between the regional farmers and independent purchasers. Independent purchasers from various regions of South Africa (notably Durban region pers. Corr. local farmers) have partnerships with specific community members who communicate the date, time, and location of a mass purchase. The interested land users then transport livestock to be purchased to the central point where the independent purchaser makes the sale. It has been noted that although this offers a valuable mechanism for market access, the purchase price is well below market standards (i.e. for goats it can be as little as R28/kg). There is no standardised procedure.
3. The KLM Co-operation has two mechanisms for improving local access to market. The first being a yearly regional auction in the Loubos region. KLM facilitates buyers and investors to come to the auction and livestock is purchased. The second mechanism being a market access facility that picks up local livestock and transports them to the abattoir in Upington where meat is graded and price per KG is given to the associated local farmer. Both of these mechanisms provide the farmers with market related prices for products however only occur once a year. It has been observed that land users avoid the KLK processes due to loss in value through the transportation process (injuries and bruises).

3.1.4. State of Equality and Vulnerability

3.1.4.1. Gender Equality

The ideals of a democratic society are to ensure a state of “being equal” for all groups within that society. This includes attaining different kinds of equality, such as racial equality, gender equality, or equality of opportunity between rich and poor, etc. The communities researched within this study, Rietfontein (Northern Cape) and Mphanama (Limpopo), include marginalised groups, where inequality is evident. Marginalised communities in the implementation are defined in the context of sustainable

land management, where groups within the implementation area are often side-lined due to lack of access to rights, resources, and opportunities on the land. This results in major vulnerabilities and potential exposure to harm with an inability to mitigate these adequately.

Members of these communities typically at risk of marginalisation include women and youth, the elderly, unemployed, disabled, poverty stricken and uneducated members. Whilst men and women are roughly equally represented in terms of demographics in these communities, the research indicates that within these marginalised groups identified above, women are generally more vulnerable, due to a multitude of factors including:

- the high prevalence of female headed households in these rural communities
- high levels of unemployed women exacerbated by the traditional roles that they are expected to fulfil, such as caring for children, the sick and the elderly
- lower levels of education and general access to the knowledge and skills required for commercial success in sustainable land management
- less access to resources
- less access to land and/or land ownership, which in turn results in less decision- making power regarding land and use rights
- Gender based violence is prevalent in these communities, posing a major threat to active participation in project activities and land management in general

For these reasons, a gender analysis has been carried out which focus on gender-specific livelihoods and inequalities specifically. This analysis is included in the Gender Action Plan (GAP).

The GAP is specifically designed to identify potential gender inequality risks that threaten the success of the project, women's active participation therein and the potential consequence of women not benefitting from the project successes. To minimise and manage these potential risks, a number of mitigation measures have been put in place within the GAP, which include indicators and targets as measures of success, which will require continual monitoring and evaluation during the project implementation. These targets and indicators may require further refinement during the site-specific gender assessment and implementation of the GAP.

Some of the threats relevant for the project include:

- Exclusion in participation of the project design and implementation
- Exclusion from access to benefits, resources, and services
- Exposure to gender discrimination
- Exposure to Gender Based Violence either by community members or core participants to the project
- Disproportionate impacts and preferential treatment through impacting land use and/or land tenure rights
- Labour and working condition infringements
- Restricted access to land
- Unforeseen impacts on other sensitivities and rights

Gender legislation and policy has been promulgated to address these concerns at a national level and these have also been taken into consideration. However, legislation and policy are not always practically implemented at the community level, resulting in limited impact and success. The GAP has thus been

developed as a means of ensuring that the project is gender-responsive and that the project is beneficial to women in these communities with specific reference to sustainable land management.

Please refer to the project's Gender Action plan for the details contained therein.

3.1.4.2. Indigenous Peoples

The International Work Group for Indigenous Affairs (IWGIA), Development Bank South Africa (DBSA) and African Development Bank (AfDB) and the African Commission's Working Group of Experts on Indigenous Populations/Communities recognize the San and more precisely the Khoi (Khoekhoe or Khoisan) ethnic groups in South Africa as Indigenous Peoples. The Khoisan are decedents of the San found in South Africa of which there are various traditional authorities and tribal councils (i.e. Khomani san, Kouga Khoisan etc.

The South African Government is not a ratified signatory of the ILO convention 169 (Indigenous and Tribal peoples convention). This effectively means not officially declared any groups of people as indigenous peoples in line with the ILO. Although there are no declared indigenous peoples within the country, the government does recognise indigenous people in the Constitution.

The Limpopo project site does not account for the presence of these indigenous groups. The ethnic groups present in the Fetakgomo-Thubatse Local Municipality and, in the Mphanama Village more specifically, predominantly are the Northern Sotho/Pedi people. The Sotho communities are currently residing under their Traditional Authorities (of which there are many >40) identifying specific tribes.

In the Dawid Kruiper Local Municipality in the Northern Cape Province and in Rietfontein more specifically the situation is different and more complex. The Khomani San (a well-established Khoisan community), are situated within the Northern Cape province about 70Km west from the project target area. The community is approx. 1500 adults large, residing across an area of 1 000 km^2 at Andriesvale in the Northern Cape. The project site (Rietfontain), on the other hand, is populated by the Mier people. The Mier are not decedents of the San. The Mier communities are managed through the local municipality and have no Tribal Authority.

3.1.4.3. Vulnerable Groups

A comprehensive demographic description of each project site is provided in the Gender Action Plan report and was compiled using latest ward level demographic data (Stats SA), municipal reports and plans (local and district) and various other associated projects and databases. The GAP report identifies a suite of generally high-risk vulnerable and disadvantaged social groups within communities of which form the starting point for the vulnerability assessment. These generally high-risk vulnerable groups include youth (including children); elderly; mentally and physically disabled; households living in poverty; uneducated; unemployed and geographically isolated groups.

Please note, the specific site-level interventions for implementing SLM at project sites will only be determined during project implementation phase through extensive community consultations and workshops. As a result, the specific risks introduced through implementation can only be assessed once they have been decided on. By extension, groups that are vulnerable to impacts of these interventions can only be identified during this period of implementation. The groups identified above are therefore preliminary and will be revised and further unpacked during project implementation during IUCN's Participatory Rangeland and Grassland Assessment (PRAGA) methodology.

As a first step, towards compiling the site-specific vulnerability assessment, these groups were assessed against 1) the likelihood of adverse project-specific negative impacts and 2) the likelihood of not having access to project specific benefits. These criteria allowed for the high-level identification of project specific vulnerability against project activities. A likelihood of impact framework is presented in Table 3-4. The framework indicates a range of likelihood rating against possible impacts giving insight into the identification of project specific vulnerability of the various groups at project sites.

The preliminary assessment prioritises, vulnerable groups based on likelihood of being impacted or not receiving project specific benefits in order of decreasing vulnerability score (in brackets) as the following:

1. Households living in poverty (31);
2. Mentally Disabled (28)
3. Geographically isolated (28)
4. Unemployed (28)
5. Youth (27)
6. Uneducated (27)
7. Physically Disabled (27)
8. Elders (20)

The prioritisation process is the first step in ensuring appropriate effort and measures are put in place to ensure mitigation of adverse impacts. The prioritisation in no way indicated level of importance. Furthermore, this only represents a preliminary assessment and will be reviewed together with the communities once site-specific vulnerable groups are identified.

The vulnerability assessment is described as a dedicated activity in the project's abbreviated Environmental and Social Management Framework (ESMF). As part of the Environmental and Social Management System (ESMS) system integrated into project activities, the site-specific vulnerability assessment will be conducted. If the site-specific vulnerability assessment identifies that vulnerable groups may experience adverse effects and risks, then the project will develop and implement measures for mitigating potential impacts of disproportionate risks on these vulnerable groups through the development and implementation of a Vulnerable Peoples Plan.

Table 3-4: High level determination of likelihood of project adverse impacts on key vulnerable groups identified in target sites (likelihood framework below main table). *Please note: Each vulnerable group will be disaggregated by gender to ensure women are considered. These considerations are included in the GAP report..

Project Potential Impact identified as per the IUCN ESMS	Potential Vulnerable Group							
	Youth (16-25)	Elders (+60)	Physically Disabled	Mentally Disabled	Households living in poverty	Un-educated	Un-employed	Geographically Isolated
Exclusion from participation in land use processes implemented by the project	Likely	Unlikely	Possible	Likely	Likely	Possible	Likely	Likely
Exclusion from access to benefits, resources or services	Likely	Unlikely	Unlikely	Likely	Likely	Possible	Possible	Likely
Exacerbation of Gender based violence	Possible	Possible	Possible	Possible	Possible	Possible	Possible	Possible
Disproportionate impacts and preferential treatment through impacting land use and/or land tenure rights	Likely	Unlikely	Likely	Likely	Likely	Likely	Possible	Likely
Labour and working conditions infringements targeted on groups employed by the project	Possible	Unlikely	Unlikely	Likely	Likely	Likely	Likely	Likely
Restricted access to land or resources due to inability to meet compliance standards	Possible	Possible	Possible	Possible	Likely	Possible	Likely	Possible
Restricted access to land or resources for groups that have customary rights to land/resources	Possible	Possible	Possible	Possible	Likely	Likely	Possible	Possible
Restricted access to land or resources that may result in impacts on livelihoods	Possible	Possible	Possible	Possible	Likely	Possible	Likely	Possible
Total Vulnerability Rating	**27**	**20**	**27**	**28**	**31**	**27**	**28**	**28**

Likelihood rating	Likelihood Score	Description
Almost certain	5	Extremely or very likely, or virtually certain. Is expected to occur.
Likely	4	Will probably occur
Possible	3	Might occur; more likely than not
Unlikely	2	May occur
Very unlikely	1	Could occur
Extremely unlikely	0	May occur only in exceptional circumstances

3.2. Global Environment Problem

Land degradation is a natural or human-induced process that negatively affects the land to function effectively within an environmental system and can be defined as a process of degrading land from a former state (Zorn and Komac 2013). Land degradation is closely related to sensitivity, resilience, and carrying capacity of land, as well as to vulnerability of people living on and from these lands. It may be defined as the loss of utility or potential utility, or reduction, loss, or change of features or organisms which cannot be replaced (Barrow, 1991).

Land degradation is defined here as:

> *"The loss of a sustained economic, cultural, or ecological function due to human activity in combination with natural processes (Bush, 2006)".*

The loss of function is derived through the degradation of both soil and vegetation to provide former services and benefits to beneficiaries.

Key services lost through degradation include a range of natural services such as:

- Providing food (Grazing land, crops, collected), raw materials, medicinal resources, fresh water;
- Regulation of water, climate, soil;
- Supporting habitats for species and maintenance of genetic diversity; and
- Providing cultural services such as educational, ecotourism and landscape value.

The condition and physical structure of vegetation plays a key role in maintaining the stability of rangeland ecosystems (Peters *et al* 2006, Havstad *et al* 2007). The complex interaction of grasses, shrubs and woody plants provides resilience to natural and many human induced impacts. Through improper management of land, the disturbance, alteration or removal of vegetation impacts on its condition and therefore results in negative consequences for the entire system.

Improper land management can be categorised into the following categories:

1. Grazing management (e.g. overgrazing)
2. Runoff management (e.g. management of intensity of runoff))
3. Erosion management (e.g. rehabilitation)
4. Alien species management
5. Fire management (e.g. improper/ no fire management)
6. Water resource management (e.g. over extraction)
7. Harvesting management (e.g. soil or vegetation)
8. Veld management (e.g. bush encroachment/Restoration)

Land degradation is closely linked to food security, poverty, urbanization, climate change, and biodiversity loss it is among the most critical environmental issues in South Africa.

Approximately 18% of South Africa's land mass is estimated to be affected by land degradation, including the impacts of inappropriate farming practices, mining, forestry and urban development (NAP, 2018). Garland et al. (2000) estimate a much larger, 70% of South Africa is affected by varying intensities of soil erosion. Arid ecosystems specifically, although complex, are fragile systems. The limited water availability, reduced nutrients in soils, sandy sediments and reduced vegetative cover makes them highly vulnerable to disturbances. 91% of South Africa falls into the drylands category, making it highly susceptible to desertification (DEA, 2016).

3.3. Threats, Roots Causes and Barriers Analysis

3.3.1. Threats

3.3.1.1. Anthropogenic Threats

There is consensus that nature and severity of land degradation in South Africa differs between commercial and communal areas (Hoffman et al. 1999). Communal areas have been observed to have a higher combined degradation index for vegetation and soil (Hoffman et al. 1999). Although natural processes play a key role in land degradation in South Africa this variation highlights the significance of anthropogenic impacts.

Approximately six million households in South Africa depend on agriculture, livestock and pastoralism for their livelihoods. Limited water availability through uneven and unreliable rainfall with relatively low levels of irrigation potential limits the smallholder agriculture sector. The alternative livelihood is therefore livestock herding which dominates South Africa's land use and is found on over 65 million hectares. Deforestation and forest degradation caused by agricultural expansion, settlement, and the use of wood and non-wood forest products are significant problems in communal areas. To date approximately 1.2 million ha of woodlands have been converted to fields and settlement sites (DEAT, 2005). The threat of land degradation through improper land management on these highly vulnerable, and subsequently land reliant communities, is therefore extremely significant and impacts are evident throughout the country.

The Land Degradation Index, as reported in the UNCCD 2019, indicates the Northern Cape, Western Cape and Eastern Cape to have highest degradation (Figure 3-15). Note Figure 3-15 indicates implementation regions to be High (Rietfontein site) and Moderate degraded (Mphanama site).

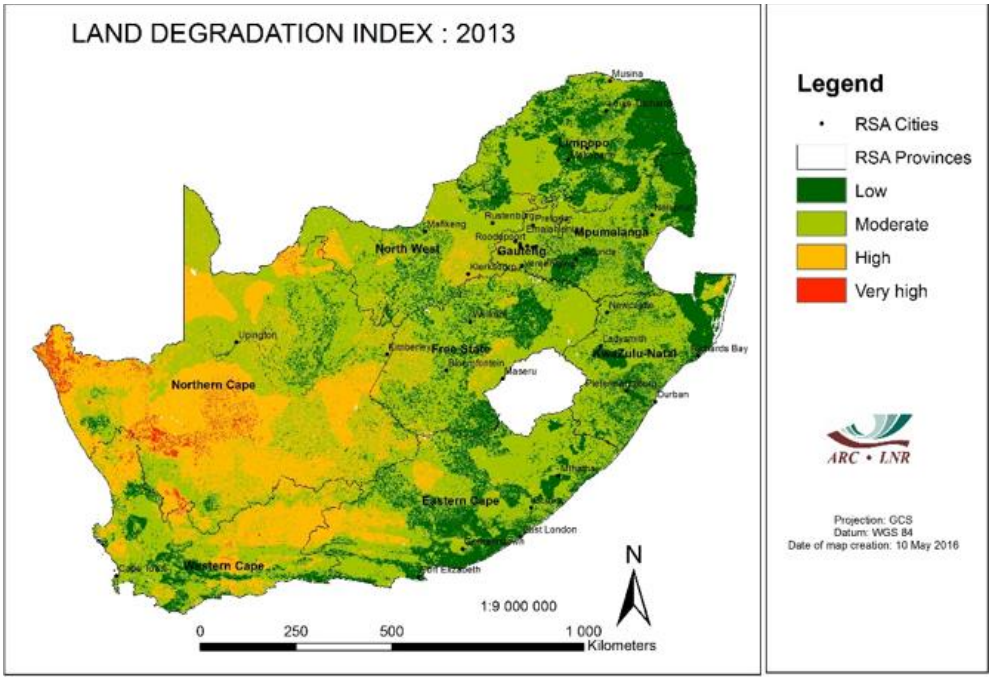


Figure 3-15: Land Degradation Index (2013) UNCCD 2019

Improper land management in communal grazing lands throughout South Africa causes vegetation loss and ultimately soil degradation which drives a variety of impacts.

Vegetation Degradation is most severe in Limpopo, KwaZulu-Natal, North-West and Northern Cape provinces. Major drivers in these provinces are related to communal agriculture through overgrazing, bush clearance for cultivation and settlement, and exploitation of wood and non-timber forest products (DEAT, 2004; Hoffman Ashwell, 2001). Impacts on vegetative layers drives alteration in biodiversity through processes such as bush encroachment. Bush encroachment occurs where grasses are replaced by woody species and frequently by invasive alien non-palatable species, such as Prosopis spp. Through the local extinction of indigenous browsing herbivores and changes in the fire regimes in communal areas, bush encroachment may have increased by as much as 30% between the 1970's and 2000's (Hoffman et al.1999).

Land degradation and desertification in South Africa contributes soil degradation, through water and wind erosion, salinity, sodicity, compaction, water logging, and acidification. Soil degradation results in catchment degradation and deterioration of the quality and quantity of water resources. Together, these reduce agricultural productivity and threatens food security. Eroded soils also have poor resilience, particularly where rainfall is low and unreliable (DEAT, 2004).

Northern Cape, Northwest, parts of Free State, Limpopo and Western Cape provinces experienced very high wind erosion, mainly driven by climatic factors (DLDD report, 2015). In total, soil erosion is estimated to cost South Africa an estimated US$125 million annually in dam sedimentation and increased water treatment costs, while the loss of soil nutrients through degradation costs over US$90 million (RSA, 2012).

Similarly, soil Degradation is seen to be most severe in communal regions of Limpopo, KwaZulu-Natal, North-West, Eastern Cape and Northern Cape provinces.

Economic integration to ensure all communities participate in the formal economy remains a significant challenge to improving the livelihoods of impoverished communities and raising their standards of living. Much of the activities undertaken within these communities fall within the informal economy, preventing them from accessing the necessary markets and technical and financial support which would aid in the improvement of their livelihoods.

Growth of the informal economy is associated with fewer jobs being available in the formal economy. The lack of formal sector employment puts pressure on communities to search for alternative forms of livelihood. Much of this informal economic activity revolves around the trading of locally produced agricultural products, particularly in rural areas.

Subsistence agriculture, owing to its unregulated, ad hoc and unsystematic nature, can be detrimental to the landscape within which is practiced. While the cheaper products facilitate consumption amongst these poorer households, this model is conducive to aggravating the poverty trap, as land degrades to the point where it becomes increasingly difficult to extract any further value from the land.

Participants typically have difficulty sourcing the various inputs which may improve their productivity. These inputs include, but are not limited to 1) agricultural inputs, such as fertilisers, fodder, agricultural equipment and veterinary services; 2) technical input, such as information and assistance around effective resource management, including sustainable land management and business management; 3) economic inputs, such as financial assistance, market access and certifications.

The key differences in the operational aspects of formal and informal livestock management are listed in Table 3-5. below. The following sections attempt to build a picture of the local economies of the target sites, with particular reference to the livestock value chains typical of the areas.

Table 3-5: Typical characteristics of formal and informal value chains which result in threats to land condition

Formal Operation Characteristics	Informal Operation Characteristics
Inputs and primary production	
Well managed grazing – allows for optimal livestock rotation for improved health and fertility during various phases of life cycle.	Poorly managed grazing – reduces fertility rates and product quality
Good genetics – facilitates improved fertility, livestock resilience and product quality	Little genetic control – lack of reliable genetic data. Animals may be well suited to environmental conditions due to intergenerational adaptation, but little control over introduction of new genes.
High quality fodder in sufficient quantities – improved nutrition supports fertility and product quality	Access to fodder limited by cost considerations – affects fertility, health and product quality.
Readily available, well distributed water – reduces stress on animals and on environment around water points	Shared water points – may induce stress on animals. Puts pressure on land around water points.
Veterinary services – improves livestock health, and reduces mortality	Poor access to veterinary services – may increase mortality rates.
Cooperation between farmers – improves management practices, facilitates learning, increases dissemination of information	Competition between farmers for resources – may reduce trust
Interaction with markets	
Off-take agreements often in place between farmers and intermediaries – allows for planning, access to funding, reliable income.	Few to no offtake agreements – intermittent supply, poor quality animals impede structured agreements.
Regular, structured markets – auctions facilitate organised, transparent sales conditions.	Ad-hoc informal markets – trade facilitated as and when/where possible. Exhibits flexibility but impedes planning.
Access to market information – facilitates informed decisions on trade conditions, improves bargaining power of farmers.	Limited access to information – asymmetric information allows for exploitation of farmers.
Adequate transportation – allows for access to broader range of markets.	Poor quality transport – increases damage to livestock, reducing price. Reduces quantity of animals to market.

3.3.1.2. Natural Threats

Climate change may complicate the problems of desertification, bush encroachment and invasive alien species, particularly in grazing lands. Increased temperatures are likely to provide a more conducive

niche for a variety of pests and pathogens that threaten agricultural and livestock activities. Increased temperatures and increased evaporation may increase the incidence of heat stress as well as livestock water requirements in extensive rangeland livestock production. South Africa is one of the driest countries in Africa and is currently suffering the effects of drought. Drought has devastating economic, environment and social impacts in terms of loss of human life, food insecurity, reduced agricultural productivity, and degradation of natural resources. In addition, drought is a major disaster in South Africa in terms of total economic loss and the number of people affected.

Although natural processes play a key role in land degradation in South Africa, the variation in status of land degradation between commercial and communal regions highlight the significance of anthropogenic impacts. South Africa's National Action Plan (NAP, 2016) identified that many communal areas in the Limpopo and Northern Cape Provinces specifically are severely degraded, and that in the dry areas of the Northern Cape, extensive areas of grazing lands have seen decline in vegetation cover driving significant degradation of rangeland resources.

3.3.2. Root Causes

3.3.2.1. Limpopo Implementation Area

Limpopo province is one of the most degraded provinces in South Africa, particularly in the communal areas (Hoffman and Ashwell, 2001). Sekhukhune District suffers from severe land degradation in three ways: soil erosion, vegetation condition degradation, and bush densification (Pretorius 2008). Mphanama village (within the greater B52B quaternary catchment) represents a region of relatively high land degradation and therefore has been selected for project field activities with the B52B quaternary catchment.

The predominant land uses in the area of Mphanama are grazing and crop production, as well as a few vegetable gardens in the village. The land uses are significantly impacted by reduced soil productivity (soil erosion and loss of nutrients), reduced condition of vegetation (spread of alien species, vegetative cover reduction, bush densification), reduced water resource availability. Through site visits, literature reviews, discussions with local stakeholders and project implementers the following local drivers of land degradation have been defined for the Limpopo implementation region:

Table 3-6. Drivers and pressures of land degradation in the Limpopo implementation region

Driver	Description	Pressure
Lack of Data	• Limited baseline data ○ Data on state of land and land cover is lacking. Land cover data is conflicting. Information necessary to assess SLM options is lacking. • Limited local level participatory monitoring mechanism • Landscape monitoring needs high skills • Incorrect indicators in monitoring	• Limited adaptive management or feedback mechanism which impacts effective intervention • Limited data to inform policies / limited feedback mechanisms

Limited Land User Capacity for SLM	• Limited capacity to implement SLM
	• Limited understanding of SLM principles
	• Lack of landscape/local SLM guidelines
		• Improper livestock Management
		  ○ One of the most important causes of land degradation in the Mphanama region is overgrazing.
		  ○ The current state of land degradation this is expected to be much lower due to the observed low level of vegetation cover.
		  ○ Trampling of soils by livestock further contributes to degradation
		• Improper veld management
		  ○ Vegetation degradation is a serious problem and the loss of plant cover and bush encroachment are problematic in the east and west of the province respectively.
		• Improper soil management
		  ○ No/poor stormwater management e.g. on steep slopes and along the roads

Driver	Description	Pressure
		○ Soils in the province are highly susceptible to erosion, and sheet and gully erosion are prevalent throughout croplands and grazing lands (National Botanical Institute, 1999). ○ Water erosion mapping (UNCCD 2019) indicates the Lepellane catchment to have high impact of water erosion • Lack of restoration activities ○ There is a lack of consistent intervention and improper land care and maintenance • Poor water management ○ Poor irrigation systems (Irrigation changes from furrow to sprinkler) • Poor waste management • Limited climate change adaptation ○ Fodder grazing only accounts for 2 to 4% of production in Sekhukhune. ○ Rangelands become increasingly sensitive in times of drought at which time communities tend to increase grazing intensity (due to lack of alternative fodder resources) which exacerbates impacts. ○ Reduced surface water availability due to sporadic rainfall events followed by droughts

Driver	Description	Pressure

Limited Governance Capacity for SLM	• Weak SLM capacity within decision making framework
	• Weak extension services (training/trust/mobilisation)
	  o Current extension officers lack institutional memory
	  o Extension officers lack skills to mobilise community members
	  o Mistrust of community members of government officials including extension services. Community members miss the Rangers who used to help protect the land
		• Limited support to land users
		• Limited capacity to drive SLM from within government

Limited Government Resources to Support Land Users	• Weak extension services (availability)
	• Land care committees have limited availability
	• Land care committees are only available when there is an ongoing project
	• Limited SLM related infrastructure maintenance/development/ management
	  o Poor land demarcation structures (roads and fields (croplands))
	  o Limited fencing structures
	  o Stormwater management structures (especially along roads)
	  o Limited irrigation networks
	• Old dam infrastructure that is dysfunctional and not repaired
		• Limited land user support from government driving improper land management
		• Limited infrastructure management support from government
		• The region exhibits limited infrastructure required for improved sustainable land management

Insufficient Sectoral Coordination	• Unclear roles and responsibilities o The mandate of local governance structures including local government and Traditional Authorities is not clear as to who is responsible for regulating, monitoring and maintaining support for SLM. This lack of clarity drives non-compliant behaviour and ill-informed behaviour exacerbating trends in land degradation. A likely driver of this is the lack of buy in with SPLUMA regulations by TA's and perhaps the lack of spatial development frameworks and land management systems by TA's.	• Risk of contradictory and counter-productive land management • Insufficient coordination of land use at local, regional and national level • Weak penetration of civil societies and land-user's needs towards preventing land degradation is limited. Only government projects in the specific region. No civil society projects

Driver	Description	Pressure

	• Misalignment of governance objectives (at multiple levels)
	  ○ Miscommunication between provincial departments. Several different departments deal with agriculture on some level and therefore mandate can overlap, which can create conflict. Communication is weak at a district level- Attempt to mitigate through the Sekhukhune District Environmental Forum (includes DEFF, DMR, DM) but there is no implementation as key decision makers are not present.
	  ○ The general sense in the region is that no single entity is responsible for promoting overall SLM. Land management structures have conflicting ideas of overall goal i.e. one assumes the region is earmarked for cultivation whereas another may be promoting livestock grazing.
	  ○ Conflicting development interventions between departments i.e. one department removes contours while another constructs them
	• Lack of local/landscape mechanism for rangeland action/ prioritisation
	• No clear pathways for civil societies	

Land Tenure and Rights Unclear	• Weak land tenure system
	  ○ The regions communal land tenure system and the regulation of land use by traditional authorities is not consistent and has led to confusion and disputes among land users. There is no obvious land allocation/use framework that outlines conditions of use.
	  ○ The management of use by land users in terms of formal structures is weak i.e. limited contractual management which limits the security of land tenure by land users. This further limits the willingness to invest into SLM on allocated land.
	• Poor enforcement of by-laws
	• Lack of regulatory Framework
		• Misuse of land
		• Lack of accountability by land user
		• Crime/ Security/ Vandalism that undermines efforts to improve land management
		  ○ Livestock theft is a major issue and demoralises community members
		  ○ Vandalism of SLM related infrastructure including fences and irrigation
		  ○ Illegal sand mining is common in the region
		  ○ An Anti-theft committee already exists
		• Internal conflict that prevents improved land management

Driver	Description	Pressure
	○ There are currently no guidelines or conditions available to land users. This is exacerbated through weak regulation. General consensus if that rangelands are a "free for all" for grazing.	○ The weak influence of the land management authority and competition for the already degraded resources in the region, drives internal conflicts within and between individual communities in the region.
Land Management and Land Objectives are Unclear	• Varying objectives between land users • Lack of local level management plans	• Contradictory and counter-productive land management • Insufficient coordination of land use at community level
Access to Finance for Scale-up	• Lack of capacity/opportunity to upscale (access financial support) ○ Relating to management of cattle i.e. traceability, inoculations, or genetic management. Typically, funding mechanisms only provide funding if land is in a reasonable state. There are opportunities for applying for loans, but the loan will only be granted if the business is in a reasonable condition. ○ Relating to financial capacity and "savvy" to develop business cases and venture into the commercial markets ○ Limited financial literacy ○ Community members have limited knowledge of financial mechanisms that may help access markets or develop their enterprises • No dryland dedicated support mechanism • Unpredictability of supply and quality	• Land users / community members do not see the value of sustainable use of ecosystems
Access to Market	• No clear link between healthy ecosystem and socio-economic wellbeing • Limited partnerships in formal market • Limited individual capacity to navigate/penetrate market	• Land users / community members do not see the value of sustainable use of ecosystems

Driver	Description	Pressure

	• Underdeveloped local markets
	  o Current markets are predominantly ad hoc for funerals and weddings.
	  o Only a small percentage is for profit
	• Limited desire to penetrate commercial markets
	• Geographic market isolation
	• The distance from existing markets exacerbates this limitation observing at least a 2-hour travel time to the closest AgriHub of Groblersdal and minimum 4 hours to the Tzaneen AgriHub	

Lack of Alternatives	• High reliance on subsistence agriculture with few alternatives
	  o Weak climate change adaptation
	  o Limpopo is one of the poorest provinces in South Africa. The implementation region represents extremely high unemployment.
		• High reliance on natural systems as a source of livelihood places direct pressure on natural systems
		• Weak adaptation to climate change places increased pressure on systems impacted by changing climate

Population Growth	• High Density
	• Increasing Population
	  o Population density in the region is relatively high (43 people per km2 higher than the Limpopo average) which drives competition between land available for agricultural purposes with the growing requirement for domestic housing and living space.
	  o Settlements are expanding which compete for land available for SLM
		• Clearing for living space/land use transformation/ conflict
		  o Increased pressures for allocation of land for domestic purposes and therefore clearing of natural vegetation.
		  o Removal of woody plant species for use as building materials or fuel

3.3.2.2. Northern Cape Implementation Area

In the Northern Cape province veld degradation was found to be serious but decreasing, while soil degradation is not perceived to be a serious problem. Soil salinization, however, is a problem in the province, particularly in areas where irrigated agriculture is practised resulting in changes in soil structure and losses in agricultural productivity that are not easily reversible. Water used for irrigation contains trace amounts of salt, and when water evaporates from the soil surface or from the leaves of plants, it leaves the salt behind. Salinization can also occur in the absence of irrigation where there is a naturally high salt content in the soil, which is characteristic of the Northern Cape.

The Province is very susceptible to desertification with almost 93% of the Northern Cape already classified as affected drylands, with the remaining 7.4% being hyper-arid. The predominant land use in the Rietfontein area is livestock grazing. The land uses in the region are significantly impacted by, reduced condition of vegetation (spread of alien species-i.e. Prosopis spp. and Driedoring, vegetative cover reduction, bush densification), reduced water resource availability and condition.

Through site visits, literature reviews, discussions with local stakeholders and project implementers the following local drivers of land degradation have been defined for the Northern Cape target site:

Table 3-7. Drivers and pressures of land degradation in the Northern Cape Implementation region

Driver	Description	Pressure
Lack of Data	• Limited baseline data ○ Data on state of land and land cover is lacking. Land cover data is conflicting. Information necessary to assess SLM options is lacking. • Limited local level participatory monitoring mechanism • Landscape monitoring needs high skills • Incorrect indicators in monitoring	• Limited adaptive management or feedback mechanism which impacts effective intervention • Limited data to inform policies / limited feedback mechanisms

Limited Land User Capacity for SLM	• Limited capacity to implement SLM
	  ○ Unsustainable land management practises are exacerbated by socio-economic limitations faced by these communities
	  ○ Reduced wellbeing in these rural areas has resulted in traditional rangeland knowledge holders to migrate to more urban areas thus decreasing local capacity for the use and management of the local systems. The total capacity for individuals to make informed decisions is therefore limited. Where land users do remain their knowledge of land management systems are generally derived from their parents and grandparents of whom historically managed land in vastly different conditions
	• Limited understanding of SLM principles
	• Lack of SLM guidelines
	  ○ There are no significant guidelines or support in SLM by government or other stakeholder to these communities. Both emergent farmers and commonage users require clear approaches to implementing SLM
		• Improper livestock management
		  ○ Northern cape accounts for 24% of South Africa's sheep. The region area represents extremely low-density grazing capacity and therefore is at risk.
		  ○ Communities rear livestock species that are not the most suitable to conditions also introduces a threat to SLM implementation.
		• Improper veld management
		  ○ With the ability to access groundwater, livestock grazers have ultimately lost the need to migrate and have become populated around these permanent water sources. This results in grazing being locally concentrated and overgrazing occurs more frequently as vegetation is not allowed to recover.
		  ○ These areas that become overstocked may furthermore have owners who are reluctant to reduce their herd size.
		• Poor water resource management

Driver	Description	Pressure

	• Land is not utilised to its full potential
	  ○ Extent of land use activities are limited by water points and therefore land use is unevenly spread throughout the region. This limits productivity but also concentrated impacts on specific areas.
		○ The recharge rate of aquifers is lower than the abstraction rate, thus this source of water is not seen as renewable. Over abstraction impacts the resource.
		• Limited climate change adaptation
		  ○ A relatively high proportion of these households utilise fodder to supplement livestock needs.
		  ○ Prolonged drought, as well as the reduced availability of fodder, translates into increased costs for agricultural inputs. This takes the form of increased investment needed to secure water and animal feed. Climate change is also likely to exacerbate current constraints with the increased prevalence of droughts and flooding events.

Limited Governance Capacity for SLM	• Weak SLM capacity within decision making framework
	• Weak extension services (training/trust/mobilisation)
	  ○ Current extension officers lack institutional memory
	  ○ Extension officers lack skills to mobilise community members
		• Limited support to land users
		• Limited capacity to drive SLM from within government

Limited Government Resources to Support Land Users	• Limited infrastructure development
	  ○ Lack of fencing infrastructure throughout much of the commonage areas further prevents effective management of livestock movement.
	• Limited water infrastructure
	  ○ There are only several water points dispersed throughout the grazing lands.
		• Limited support from extension services
		  ○ Due to the vast size of landscapes in the region extension officers, of which there are currently only two, working in the area are spread too thin which hinders support for land users
		• Limited infrastructure maintenance/ development/ management
		  ○ The concentration of grazing within a buffer around water points, excludes the entire grazing region from being productive Existing water sources must be shared among multiple users which drives competition and conflict.

Driver	Description	Pressure
	○ The scarcity of water and direct reliance on groundwater introduces limitations on the number of water sources that will be sustainable to the entire region.	• Over extraction of water may increase salinity and damage to existing resources
Insufficient Sectoral Coordination	• Unclear roles and responsibilities ○ Although the municipality provides a mechanism for land use within the commonage, the municipality is not responsible for the condition of the land. Municipalities do not do any SLM work i.e. training or restoration. This is the job of the department. • Misalignment of governance objectives (at multiple levels) ○ Conflicting objectives impact on progress toward improved SLM, for example, Natural Resources Management focusses on alien removal, however livestock farmers utilise the alien species as fodder in times of drought. There needs to be improved communication between participating parties. ○ Lack of management plan for the commonage prevents the alignment of management approaches and management transparency • Lack of local/landscape mechanism for rangeland action/ prioritisation ○ High focus of the department on control of alien species rather than general SLM interventions. • No clear pathways for civil societies	• Risk of contradictory and counter-productive land management • Insufficient coordination of land use at local, regional and national level • Weak penetration of civil societies and land-user's needs towards preventing land degradation is limited
Land Tenure and Rights Unclear	• Lack of regulatory Framework ○ Currently the commonages are not being managed according to any specific documentation and are loosely managed based on policies adopted from Kara Haas LM (post amalgamation).	• Lack of accountability by land user ○ Limited coordinated management of commonage land results in mismanagement and creates barriers to SLM implementation and drives land degradation.

Driver	Description	Pressure
	There is intent by municipal officials however no system is currently in place. o Commonages around the towns are managed by municipalities and should be managed through a "commonage document". Due to poor public participation and lack of engagement of farmers in the development of documents however, the Framework Commonage Management Plan of 2008 has not been adopted by commonage farmers at Rietfontein and cannot therefore be implemented. • Ongoing land restitution o Land redistribution, restitution and reform are currently underway in the province. Currently the focus of land redistribution is commonage land. The uncertainties that accompany changing land tenure arrangements potentially introduces lack of confidence and therefore reduced investment into SLM.	• Crime/ Security/ Vandalism that undermines efforts to improve land management o Livestock theft is a major issue in the region. • Internal conflict that prevents improved land management o Conflict among land users within commonages is introduced through unclear land allocation and limited water sources. Commonage land users may need to share a single water point and therefore operate in close proximity to one another. As water is not always readily available at these points, the water becomes a valuable limited resource of which drives conflict. o There is a growing lack of support by neighbouring farmers, with competition causing conflict and barriers to overall community wellbeing. o Communities, including the Groot Mier and Klein Mier communities, have been identified to have long standing historical grievances with one another. This reduces their willingness to work together. • Vast area limits monitoring/regulation by extension services o Compliance is very difficult to monitor due to large sizes and there are no camps within the commonage areas therefore no transparency in grazer movement
Land Management and Land User Objectives Unclear	• Varying objectives between land users • Lack of communal level management plans (Commonage land)	• Contradictory and counter-productive land management • Insufficient coordination of land use at communal level

Driver	Description	Pressure

Access to Finance for Scale-up	• Lack of capacity/opportunity to upscale (access financial support)
	  o Limited financial literacy among communities
	  o Relating to management of cattle i.e. traceability, inoculations, or genetic management. Typically, funding mechanisms only provide funding if land is in a reasonable state. There are opportunities for applying for loans, but the loan will only be granted if the business is in a reasonable condition.
	• No dryland dedicated support mechanism
	  o Banks only provide finance if land is in a reasonable state. There are opportunities for applying for loans, but the loan will only be granted if the business is in a reasonable state.
	• Unpredictability of supply and quality
		• Land users / community members do not see the value of sustainable use of ecosystems

Access to Market	• Limited partnerships in formal market
	  o Lack of partnership opportunities with existing successful enterprises.
	  o There was an attempt by municipalities to create partnerships or rather mentorships between commercial farmers and emergent farmers. The program was not successful seeing either a lack of assistance or commercial farmers taking advantage of land opportunities on emergent farmers land. This was attributed to the lack of contracts between "mentor" and emergent farmers. CARA gave a directive to private land users but not leasers. This means if land is being leased and under that arrangement land is mismanaged, the incorrect party is issued a directive.
	• Limited support to access commercial markets
		• Land users / community members do not see the value of sustainable use of ecosystems

Driver	Description	Pressure
	○ Currently no SOP for access to market. The process is all ad hoc and nebulous. Only 3 mechanisms exist: ▪ Informal sales ▪ Mass informal sales between the regional farmers and independent purchasers ▪ The KLM Co-operation has two mechanisms for improving local access to market • Limited capacity to penetrate commercial markets ○ Limited commercial processes (i.e. traceability) results in cheaper price per kg for livestock ○ Relating to financial capacity and "savvy" to develop business cases and venture into the commercial markets • Underdeveloped local markets ○ Land users are only present during the initial stages of the value chain. And do not participate in established value add opportunities (i.e. feedlots, processing, transport) ○ Current local markets are for direct consumption. Due to undeveloped region and low population density the demand of the local market is low. ○ The regional market in South Africa is high. Unregulated sale and pressure from higher purchasing power of livestock from external purchaser may drive local non-compliance and drive unsustainable land management. • Market isolation ○ The lack of commercial centres in this region points to the difficulty faced by farmers in accessing markets for both	

Driver	Description	Pressure
	agricultural inputs and outputs. The distance from existing markets exacerbates this limitation observing over a 4-hour drive (from Rietfontein) to the closest AgriHub of Upington	
Lack of Alternatives	• High reliance on subsistence agriculture with few alternatives o Weak climate change adaptation o Low income households o The Mier region is almost entirely rural, with high proportions of poor households. Although these communities have relatively high access to large rangelands, issues with land tenure and boundaries has resulted in high heterogeneity of land use practices in the region o Although 33% of households are agricultural, the dry conditions limit agricultural activities due to reliance on irrigation. Therefore, many farmers are interested in branching out into value added activities such as game ranching and tourism. Socio-economic status however limits opportunities for penetration into alternative livelihoods.	• High reliance on natural systems as a source of livelihood places direct pressure on natural systems

3.3.3. Barrier Analysis

Key drivers of land degradation have been categorised into six key barriers which are associated with the uptake of SLM in the target areas.

3.3.3.1. Lack of data or limited access to data in some context

Lack of data, or poor access to data, limits the effective targeting of land degradation interventions and monitoring of the impact of policies and investments. Considerable research and data are available in South Africa, including through the GEF-supported LADA (Land Degradation Assessment) project, which guides macro decision-making. However, at the local level more detail information is often required to shape appropriate investment. Particularly, the understanding of land management objectives of different stakeholders is important. Although this is reflective of the absolute availability of data, to some extent this is a challenge of how data is gathered and interpreted.

Monitoring of interventions should combine assessment of land health with ecological and socioeconomic impacts, for example on land productivity, vegetation cover, or hydrological cycles. More participatory monitoring is required to both improve the use of data by communities, and also to ensure assessments are guided by the land management objectives of the users. In addition, assessment and monitoring are often perceived to be prohibitively costly and robust but simple and cost-effective approaches are needed, using a few carefully selected indicators at a higher level with more locally specific indicators at site level. Finally, monitoring needs to be institutionalized so that outputs are used routinely in decision-making by different actors in and outside government.

Root Causes

1. No appropriate landscape/ community/ participatory level monitoring mechanisms in place.
2. Landscape/community level monitoring mechanisms require skilled observation and assessment (expensive-specialised) and is not scalable (communal, local, regional and national scale)
3. Current monitoring mechanisms do not have the appropriate SLM indicators to appropriately inform on the necessary variety of assessments
    a. Monitoring mechanisms do not include indicators required to assess feasibility of investment.
    b. Monitoring mechanisms do not link landscape level ecological objectives with communal indicators (e.g. indicators cannot inform objectives as they are not appropriate)
4. No mechanism for aligning land management objectives between stakeholders (land management initiatives are isolated between stakeholders and there is no clear inter sectoral coordination mechanism)

3.3.3.2. Low capacities, resources and awareness for SLM

Local actors often lack the required capacities for SLM, and extension agents are often ill-equipped with the required skills for effective extension, including participatory and negotiating skills. Training to farmers can be highly prescriptive and seldom builds on farmers' perceptions of their problems and opportunities. There is a tendency to look for costly material solutions rather than exploring softer options, such as changes in cropping patterns and livestock management. In rural areas, there can be challenges of insufficient education, which can limit the capacity for innovation and may affect the trust

between farmers and extension agents. This barrier can be addressed through stronger emphasis on participation to foster a culture of trust and collaboration and to encourage innovation through participatory research and action.

Root Causes

1. Lack of capacity by committed individuals to appropriately implement SLM within communities
2. Lack of capacity of communal members to provide valuable support services to land users
3. Existing SLM capacity relies on hard intervention (fences, water storage) and not on softer interventions
4. Lack of ecological understanding limits innovation and resilience of capacity base
5. Lack of local "champions" risks long term resilience of SLM implementation.
6. Security of resources and trust within community is limited due to limited understanding of sustainable land management principles
7. Limitations in perceived abilities of extension officers' impacts implementation and trust by communities (this includes technical abilities as well as on a personal individual level)
8. Lack of clear pathways to SLM i.e. no ground level SLM plans for use by the land user.
9. Lack of Alternatives as well as lack of opportunity to participate in alternative livelihoods
10. High Reliance on government drives inaction
11. Limited infrastructure development for implementing SLM
12. Limited resources to maintain existing infrastructure
13. Poor management of existing dams/impoundments/ water resources. This is further exacerbated in NC due to the high value of each resource.

3.3.3.3. Insufficient Sectoral Coordination and Policies

Land management has implications beyond the boundaries of the land under management, but the wider impact on ecosystems and landscapes is frequently overlooked. Sustainable land management safeguards a range of ecosystem services and functions, including food production, water supply, biodiversity conservation and carbon sequestration. This confronts public institutions with a challenge, since their mandates often align with only one or other of these services. In South Africa, there are good policies, but they don't enable equitable outcomes.

South Africa has few functioning cross-sectoral mechanisms to facilitate integrated ecosystem management, particularly for adopting common goals between ministries. Mechanisms may be found at the local level, but these may lack capabilities for integrated land management. Municipalities, for example, are responsible for land planning, food markets, water supply, recreation and tourism, all of which are connected to land management. However, most municipalities lack the experience or technical capacity to integrate planning and management across these sectors.

President, Cyril Ramaphosa in the State of the Nation Address (SoNA) indicated that it is time for government to break away from the silo mentality of working and went on to introduce a new approach called the District Development Model (DDM). The DDM was subsequently adopted by cabinet on the 21stof August 2019. The District Development Model (DDM) is an operational model for improving Cooperative Governance aimed at building a capable, ethical Developmental State. It embodies an approach by which the three spheres of government and state entities work in unison in an impact-

oriented way, and where there is higher performance and accountability for coherent service delivery and development outcomes. It is a method of government operating in unison focusing on the municipal district and metropolitan spaces as the impact areas of joint planning, budgeting and implementation

Root Causes

- National objectives do not translate into mandate of local land co-ordinators. Miscommunication from national and provincial to local level. Local mandate is not always clear.
- Lack of regional mechanism that allows for landscape planning and prioritisation (Lack of management plans)
- Lack of holistic capacity at local level drives inequality of outcomes i.e. increased jobs is often the only indicator of increased wellbeing.
- Sectors operate in isolation and do not communicate i.e. various departments may be operating in a similar region however are not aligned or may be counter effective.
- Weak inter sectoral cooperation and coordination.
- Lack of regulatory framework that outlines conditions for use and consequences for non-compliance. These gaps in implementation of enabling policies limits the effective regulation of land.

3.3.3.4. Community Governance of Land and Resources

Traditional governance of natural resources in South Africa has come under severe strain and is weak or scarcely existing in many areas. On communal lands, such systems of governance are the key to sustainable land management and innovation is needed to establish functioning mechanisms for coordinating natural resource management and use. These mechanisms need to be respected by, and acceptable to, state institutions as well as the communities they represent.

The Municipal Systems Act of 2000 (MSA) is fairly prescriptive in terms of "what" is required to be done as far as community development and social participation is concerned, however it falls short in terms of "how" this should be done which has created major limitations in implementation (Department of Provincial and Local Government 2007). As a result, the community consultation and involvement process is still relatively undeveloped and that municipalities are often not fulfilling their legislative obligations. The converse, however, is also evident in that the communities are not committing to being involved in periodic municipal affairs and only become involved when there are severe issues (Department of Provincial and Local Government 2007).

The provisions in the MSA are not limited to municipalities but also extend to the range of public offices including Traditional Authorities. National government's policy framework on public participation (Department of Provincial and Local Government 2007) provides a series of useful guidelines that aim to deepen democracy. These guidelines prescribe clear interventions for democratically constituted organs of governance but falls short of providing the same level of clarity for communities under traditional authorities (Mdoda *et al.* 2012). This results in a gap in policy and legal recognition of a clear pathway to success in terms of land management in traditional systems.

Furthermore, traditional governance systems have been eroded by external pressures from the state and also by internal pressures such as population growth and changing tenure arrangements and property rights. Women farm most communal land but only have tenure on about 1% of the land. Poverty results in large-scale out-migration of men in search of wage labour and resultant changes in management roles and responsibilities, with women playing an ever-greater role in land management (Zakwe, 2001, Pool 2016). However, absentee men often retain decision-making power, which is a barrier to developing more sustainable land management practices. In addition, civil society structures penetrate poorly into these areas. Although there is growing awareness of these challenges, there remains a knowledge and capacity gap in securing and sustainably managing communal land, including communal herding practices and knowledge of SLM approaches and solutions (DEAT, 2004).

Root Causes

1. No clear mechanisms available to drive/ influence/ change behaviour of land users (especially on communal land but also within commonages)
2. Unclear roles between local government and traditional authority. Again, mandate is not clear within the entities and therefore stale mate on decisions. Not clear who the decision maker is.
3. Local governance structures are politically appointed and not technically based on mandate.
4. Although Traditional Authorities fall within the Municipal Spaces Act, they tend to operate outside of state structures and therefore the mandate may be misaligned.
5. The mandate of local governance structures including local government and Traditional Authorities is not clear. This is especially true when it comes to issues of sustainable land management. This lack of clarity drives non-compliant behaviour.
6. Lack of clear pathway to penetration for Civil Society structures. Lack of organisation of communal stakeholders to uptake processes.
7. Poor enforcement of by-laws

3.3.3.5. Land Tenure and Land Management Roles, Rights and Responsibilities

Land tenure is complex and evolving in South Africa and at least two forms of communal land management can be identified: commonage, which has relatively undefined use rights, and Land Reform, where rights are assigned to small groups of users. These combined with significant areas of private land create a mosaic of land tenure types. Commonage is important for the livelihoods of many communities in South Africa, but these areas are often poorly managed due to lack of democratically elected leaders and institution with local legitimacy. Commonage areas also lack rules or procedures to enforce collective grazing and land management, and they often lack accountability and ownership over land and natural resources. Many commonage areas are unfenced and do not have grazing management plans. As a result, they are frequently overstocked and subject to degradation. Legislation requires all commonages be governed through a Commonage Management Plan. Due to poor public participation and lack of engagement of farmers in the development of documents however, the Framework Commonage Management Plan of 2008 has not been adopted by commonage farmers.

The term land manager is commonly used to describe farmers and livestock herders who manage land, but on common land the term can become ambiguous as the rights to either use or to manage land are frequently unclear and are contested. In some cases, everyone (i.e. not only local residents) has the right to use land, while no one officially has responsibility to manage the land or the right to exclude others, even temporarily. In other cases, local users do not have the right, or explicit permission, to

actively manage the land. For example, to close an area to other users in order to allow regeneration. Land managers may also claim land that falls into different tenure categories, which may give them different levels of responsibility over the management of communal areas. Overall, this means that different types of users may have different management objectives, presenting a challenge to developing suitable management plans.

Root Causes

1. Lack of local level spatial management plans for communal level management- this prevents clarity on a regional roadmap for implementing improved land management
2. Commonages: Lack of regulation of policies and conditions of contract. Currently no commonage management plan.
3. Common land: Weak tenure rights drives conflict and mismanagement
4. Lack of common goal between land users and regulators drives non-compliance
5. Lack of accountability. There is a lack of respected authority to regulate accountability of land use by land users.
6. Ongoing land restitution provides risks to confidence (Key in NC)
7. No formal land-use/ tenure system (Specifically Limpopo)
8. Weak tenure or land use conditions and allocations drives conflict between land users. In Limpopo the growing population drives requirement for domestic living space and also drives removal of woody plant species for use as building materials or fuel.

3.3.3.6. Low Access to Finance and Markets

Agricultural land is mostly degraded in communally owned areas, which are predominantly under subsistence or small-scale farming. In the absence of sustainable land management practices in place and with the challenge of climate change, degradation of these areas will continue unabated. The farmers in these areas have weak capacity and resources to build climate resilience. They do have knowledge and expertise, but their competing needs and potential vulnerability limits their capacity to implement them. Because of degradation, productivity of agricultural land, both under crop and livestock farming continues to decline, with increasing economic insecurity for households that depend on livestock and agriculture. Access to market is another challenge given the subsistence nature of production. In the Eastern Cape, a relatively dry province where livestock farming is predominantly practiced, rangelands are severely degraded with massive loss of biodiversity and ecosystems services critical for sustaining the rangelands and hence livestock production. Exclusion of small-scale farmers in communally owned areas compounds the farming problem. While agricultural finance (from both commercial and development finance institutions) is available in South Africa, it is not extended to areas with structural/institutional challenges where farmers are not fully connected to urban space. In particular, financial services and markets generally have poor penetration into dryland regions, and they are poorly adapted to dryland challenges such as high levels of inter-annual variability and risk. Value chains for the major outputs of sustainably managed drylands are typically weak, often with critical challenges around the quality and predictability of supply. As a result, natural resource managers face challenges in investing in sustainable land management practices and in attaining basic livelihood goals related to income and asset growth or food security.

Root Causes

1. Under-developed local markets
    a. Limited capacity to organise and manage resources to shape the local (or regional) market. The limitations are in the ability of producers to organise their own resources in terms of conditions for access and setting the agenda through value chain development. These gaps in capacity limits their ability to position themselves well to engage the private sector along specific value chains.
2. Limited capacity to upscale through existing financial mechanisms
    a. Limited capacity to access financial mechanisms for upscaling
    b. Limited dedicated dryland/ risk resilient agricultural finance mechanisms (Currently look for solid return on investment)
3. Market isolation
    a. Limited presence of land users throughout the livestock value chain
    b. In Limpopo, limited desire to penetrate formal markets
    c. In NC, high distance from formal markets
    d. Limited infrastructure development or services at vital points in the value chain (i.e. abattoirs, transport, auction infrastructure)
    e. Limited individual capacity to navigate or penetrate commercial markets
    f. Market isolation results in post-harvest losses of resources (e.g. continued grazing after optimal slaughter weight of livestock is reached or ineffective storage mechanisms)
    g. Limited support to access markets
4. Unpredictability of supply
    a. Predictably low and unreliable grazing capacity in drylands
    b. Low resilience to high probability drought
    c. Weak Adaptation or resilience to Climate Change
    d. Limited opportunities for climate change adaptation
5. Unpredictability of quality/ chain of causality
    a. Limited commercial management transparency
        i. Livestock level (periodic vaccinations, traceability of genetic resources, disease control, monitoring and evidence of management approach)
        ii. Management level (Sustainable approaches)
6. Limited partnerships to allow penetration into commercial and formal market

3.4. Stakeholder Analysis

Relevance of stakeholders to the project have been included in a preliminary stakeholder analysis framework (Table 3-8).

Table 3-8: Stakeholder analysis

Stakeholder (SH)	SH's role, and main activities and capacity/expertise in areas related to the project	Potential influence of the SH on the project	Impact of the project on the SH	Importance[2] of SH for design phase
Government Agencies (National, Regional, Local)				
Department of Environment, Forestry and Fisheries (DEFF)	DEFF is the primary custodian of environmental issues in South Africa. It is responsible for setting environmental policy and legislation, and for monitoring compliance with these policies. DEFF under the framework of the broader Expanded Public Works Programme (EPWP), is engaged in the implementation of the Environmental Protection and Infrastructure Programmes (EPIP), which is aimed at conserving natural assets and protecting the environment while also supporting job creation	DEFF is the lead Government Executing agency for the GEF Project (Chair of Project Steering Committee) and a key participant in, and beneficiary of, project outcomes and outputs. DEFF will play a key role in the facilitation and implementation of the project. Influence will include the following: - Inputs from GEF Focal Point - Development and implementation of environmental policy and legislation - National LDN Targets - Expanded Public Works Programme (EPWP) - Socio-economic drivers and facilitation	The project will have a positive effect on the SH through enhancing their role in facilitating and mainstreaming SLM, expanding capacity, and contributing towards achieving their core mandate as a national department.	5

[2] Importance is rated from 1-5 (5 being high)

Stakeholder (SH)	SH's role, and main activities and capacity/expertise in areas related to the project	Potential influence of the SH on the project	Impact of the project on the SH	Importance[2] of SH for design phase
		- Job creation through government initiatives - Environmental Protection and Infrastructure Programme (Working for programmes)		
Department of Agriculture, Land Reform and Rural Development (DALRRD)	DALRRD is the primary custodian of agricultural, land reform and rural development issues in South Africa. Their primarily responsible is for policy development, regulatory functions, communication and information services, research on agriculture resources, land registration and redistribution of lands DALRRD houses the Land Care Program as a national community-based program with the goal of optimising agricultural productivity and the sustainability of natural resource management. LandCare program has now established sub-programs on WaterCare, VeldCare and SoilCare.	DALRRD, is the partner Government Executing agency (Member of the Project Steering Committee). DALRRD will play a key role in the facilitation and implementation of the project. Influence will include the following: - LandCare Program Expertise (WaterCare, VeldCare, SoilCare) - Extension services for CBNRM - Networking Partnerships - Area-Wide Planning (AWP) - Explore various SoilCare projects in Northern Cape - Land Reform Programmes	The project will have a positive effect on the SH through enhancing their role in facilitating and mainstreaming SLM, expanding capacity, and contributing towards achieving their core mandate as a national department.	5
Greater Tubatse/ Fetagomo LM and Makhuduthamaga LM	The Greater Tubatse/Fetakgomo and Makhuduthamaga Local Municipalities have the broad mandate for making decisions regarding land use in target region in Limpopo. This includes extending permission to develop or change the use of land in terms of their Integrated	As the local level governance structure in the target sites, the municipalities will provide a valuable enabling partner in terms of implementation, regulation, monitoring and reporting of activities at a site level. The municipality is additionally a key participant in, and beneficiary of,	The project will have a positive effect on the SH through enhancing their role in facilitating and mainstreaming SLM, expanding capacity, and contributing towards	5 5

Stakeholder (SH)	SH's role, and main activities and capacity/expertise in areas related to the project	Potential influence of the SH on the project	Impact of the project on the SH	Importance[2] of SH for design phase
	Development Plan, Spatial Development Framework, Environmental Management Framework and biodiversity-specific plans. National and provincial governments may also delegate authority for specific activities to municipalities.	project outcomes and outputs. The municipality will play a role in Component 1, 2, 3 and 4 of the projects. Key participants in the project and they will be participants and recipients of the capacity development and institutional strengthening activities under Component 2.	achieving their core mandate as the local municipality	
Dawid Kruiper LM	The Dawid Kruiper Local Municipality has the broad mandate for making decisions regarding land use. This includes extending permission to develop or change the use of land in terms of their Integrated Development Plan, Spatial Development Framework, Environmental Management Framework and biodiversity-specific plans. National and provincial governments may also delegate authority for specific activities to municipalities.			
Northern Cape Department of Agriculture and Land Reform (NCDALR)	The Northern Cape Department of Agriculture and Land Reform (NCALR) is responsible for providing extension support to farmers and land users. The mandate aligns directly with the project objectives.	As the provincial level governance structure in the target sites the departments will play a key role in providing support to facilitation and implementation of the project. As a key participant in, and beneficiary of, project outcomes and outputs, these provincial departments will be fundamental in its success at the chosen target sites. Would play a role in Component 1, 2, 3 and 4 of the projects. Key participants in the	The project will have a positive effect on the SH through enhancing their role in facilitating and mainstreaming SLM, expanding capacity, and contributing towards achieving their core mandate as the provincial department	4
Northern Cape Department of Environment and Nature Conservation (DENC)	DENC is responsible for protecting, conserving and improving the Northern Cape's environment and natural resources and therefore benefits directly from outcomes of the project.			3

Stakeholder (SH)	SH's role, and main activities and capacity/expertise in areas related to the project	Potential influence of the SH on the project	Impact of the project on the SH	Importance[2] of SH for design phase
Limpopo Department of Agriculture and Rural Development (LDARD)	The Limpopo Department of Agriculture and Rural Development (LDARD) is responsible for providing extension support to farmers and land users which will be supplemented through the project activities.	project and they will be participants and recipients of the capacity development and institutional strengthening activities under Component 2.		4
Limpopo Economic Development, Environment and Tourism (LEDET)	LEDET has a strategic mandate to help promote economic development and growth in the Limpopo province and therefore benefits directly from the outcomes of the project.			3
Research Institutions				
Council for scientific and industrial Research (CSIR)	The CSIR is an organisation that researches, develops, localises and diffuses technologies to accelerate socioeconomic prosperity in South Africa. The organisation's work contributes to industrial development and supports a capable state and therefore represents a key stakeholder in the study.	The CSIR can provide research outputs into SLM mainstreaming in the country and can be consulted for additional resources, data and inputs. The Council has experience in similar landscapes and projects (GEF5) and therefore would provide a valuable partner. The CSIR could play a role in Component 1, 2, 3 and 4 of the projects.	The project will have a positive effect on the SH	3
University of North West (UNW)	The University of North West is a research institute that has a large footprint in the Northern Cape implementation area.	Universities would be consulted for additional resources, data and inputs. These universities have footprints within	If involved, the project will have a positive effect on the SH	3

Stakeholder (SH)	SH's role, and main activities and capacity/expertise in areas related to the project	Potential influence of the SH on the project	Impact of the project on the SH	Importance[2] of SH for design phase
Sol Plaatjie University	The University of Sol Plaatjie is a research institute that will benefit through the opportunity presented by the project	the local target landscapes and therefore will provide key operational advantages. The universities could be included to play roles in all components of the project.		3
University of Limpopo	The University of Limpopo is a research institute that will benefit through the opportunity presented by the project			3
Civil Society Organisations				
Conservation SA (CSA)	Conservation South Africa (CSA) is currently involved with sustainable communal grazing management and thus provides baseline information on working with biodiversity stewardship in communal land practices.	Project components share objectives with the work done by CSA and therefore the project may have opportunities to leverage off services and offerings through partnerships and cooperative approaches. Similarly, CSA have relevant regional and appropriate technical experience at implementation sites and therefore provide continuity. CSA furthermore provides matched funding mechanisms which would improve financial feasibility of project activities. CSA could play a key role in the implementation of Components 1, 2 and 3.	Through facilitating activities in line with principles of SLM the project will have a positive influence on the shared objectives of the SH and therefore build on the sustainability of such initiatives.	3
Meat Naturally (MN)	MN are implementers of extension services that provide meat-based incentives to complying communities for ongoing long-term implementation SLM of which represent parallel objectives to that of the project.	MN have through implementation at various sites throughout SA, designed a model for incentivizing SLM in grazing lands. MN are eager for implementers to utilise the existing model to scale up SLM at grazing lands throughout SA. The	The project will have a positive effect on the SH by providing opportunity to implement and expand innovative models.	4

Stakeholder (SH)	SH's role, and main activities and capacity/expertise in areas related to the project	Potential influence of the SH on the project	Impact of the project on the SH	Importance[2] of SH for design phase
		incentive model represents a valuable asset to the project making MN key potential partners in the project. MN would specifically play a role in Component 3 of the project.		
Land and Agricultural Development Bank of South Africa (Land Bank)	Land Bank is a government-owned development bank with objectives to promote and finance development in the agricultural sector of the economy of the country.	Land Bank provides opportunities to streamline finance and development of required infrastructure to achieve SLM and LDN goals. Land Bank would play a key role in Component 3 of the project.	The project will have a positive effect on the SH by providing opportunity to implement and expand innovative models.	3
National Emergent Red Meat Producers Organisation (NERPO)	The National Emergent Red Meat Producers Organisation (NERPO) is non-governmental organisation that facilitates the commercialisation of livestock farmers through various registration, formalisation and training programmes. Their mandate therefore overlaps with the goals of component 3.	NERPO promotes access to markets and financial upscaling which will directly support component 3 both in technical and institutional support. NERPO would play a role in Component 3 of the project.	The project will have a positive effect on the SH by providing opportunity to implement and expand innovative models.	3
Endangered Wildlife Trust (EWT)	EWT implements conservation research and action programmes, supports biodiversity and ecosystem functioning and advocates the sustainable use of natural resources. The project is therefore directly within the scope and mandate of the project.	EWT has proven capacity to support community-based natural resource management work within the target landscapes and therefore provide a significant resource for project implementation. EWT have relevant regional and appropriate technical experience at implementation sites and therefore provide continuity. The organisational	Through facilitating activities in line with principles of SLM the project will have a positive influence on the shared objectives of the SH and therefore build on the sustainability of such initiatives.	3

Stakeholder (SH)	SH's role, and main activities and capacity/expertise in areas related to the project	Potential influence of the SH on the project	Impact of the project on the SH	Importance[2] of SH for design phase
		objectives similarly align with project objectives therefore offering long term sustainability of outcomes. EWT would play a role in Component 1, 2 and 3 of the projects.		
Wilderness Foundation	Wilderness Foundation Africa (WFA) is an NGO that works to protect and sustain wildlife and wilderness through integrated conservation and education programmes which aligns with the objectives of the project.	Financial Innovation within Wilderness Foundation Africa aims at developing and implementing new and innovative financial solutions for sustainable landscapes in South Africa. This links directly with the objectives of component 3 and provides a valuable potential partner.	The project will have a positive effect on the SH by providing opportunity to implement and expand innovative financial mechanisms.	3
UNDP	UNDP is a GEF project implementing agency who has completed various projects in line with implementing SLM.	The UNDP are currently implementing a very similar GEF 5 project: Securing multiple ecosystems benefit through SLM in the productive but degraded landscapes of South Africa. The project objectives run in parallel to the current project and therefore key insights can be gained through opening lines of communication. UNDP could play a valuable role in all components of the project.	Through facilitating activities in line with principles of SLM the project will have a positive influence on the shared objectives of the SH and therefore build on the sustainability of such initiatives.	4

Stakeholder (SH)	SH's role, and main activities and capacity/expertise in areas related to the project	Potential influence of the SH on the project	Impact of the project on the SH	Importance[2] of SH for design phase
Association for Water and Rural Development (AWARD)	AWARD aims to build natural resource management competence in civil society, government agencies and private enterprise and therefore objectives are appropriately aligned with those outlined in this project document.	AWARD have relevant regional and appropriate technical experience at the Limpopo site and therefore provides some continuity. The organisational objectives similarly align with project objectives therefore offering potential long-term sustainability of outcomes. AWARD would likely add value as partners in Components 1, 2 and 3 of the projects.	Through facilitating activities in line with principles of SLM the project will have a positive influence on the shared objectives of the SH and therefore build on the sustainability of such initiatives.	3
Private Organisations				
KLK- Cooperation	The KLK co-operation is a key player in the Northern Cape representing a direct commercial interface providing communities with access to markets and market related products. The project aims to influence management of land and therefore will likely impact on the model imposed by the co-operation. The project represents valuable economic benefits to the SH.	The direct, and crucial, linkage that KLK has with land users in the NC region is invaluable to project success. KLK represents a key, landscape level partner that will strengthen initiatives implemented on the ground. Can play a role in Component 1 and 3 of the projects.	The project will have a positive effect on the SH though creating opportunities for partnerships and regional economic development	2
Afrivet	The Afrivet model provides, knowledge and services for animals cared for by farmers and veterinarians in rural landscapes in exchange for being the sole supplier of animal health products in the region. The project represents valuable economic benefits to the SH.	Afrivet provides training services focussing on developing the small-scale and communal livestock sector. In addition to this, Afrivet provide products, professional knowledge solutions, support services which can be provided through direct collaboration with the project initiatives.	The project will have a positive effect on the SH through creating opportunities for partnerships.	2

Stakeholder (SH)	SH's role, and main activities and capacity/expertise in areas related to the project	Potential influence of the SH on the project	Impact of the project on the SH	Importance[2] of SH for design phase
		Can play a role in Component 1 and 3 of the projects.		
Commercial Farmers Union- Noenieput and Askam	The Noenieput and Askham Commercial Farmers unions represent the commercial land users in the northern David Kruiper Municipality. The mainstreaming of SLM and likewise development of the land based local economy would provide economic stimulation to the current status quo.	As the current and established players in the markets, the commercial farmers unions would provide opportunities for the development of informal markets through partnerships, business development incubators, capacity development and mentoring programmes. Their participation would be most valuable in component 3.	The project will have a positive effect on the SH though creating opportunities for partnerships and regional economic development	3
Local communities, community institutions and vulnerable groups				
Local communities, local business, community institutions	Results generated through the project will be packaged to meet the needs of the different stakeholder information needs. Local communities, community institutions, economic, social role-players, women, vulnerable groups will be active participants during project implementation and the key beneficiaries of all the project interventions.	The success of the project rests largely on the willingness of the entire community to get involved and absorb project interventions and support. This means all land users (agro-pastoralists), community institutions, economic, social role-players, women, vulnerable groups and authorities within the community are vital to the success of the project. These groups will be further consulted during project implementation and actively engaged during the project lifecycle.	The project will have a positive effect on the SH through improving livelihoods through mainstreaming SLM	5
Women and women headed households			The project will have a positive effect on the SH through improving livelihoods through mainstreaming SLM	5
Vulnerable groups (youth, elders, uneducated, unemployed)			The project will have a positive effect on the SH through improving	5

Stakeholder (SH)	SH's role, and main activities and capacity/expertise in areas related to the project	Potential influence of the SH on the project	Impact of the project on the SH	Importance[2] of SH for design phase
Vulnerable groups (disabled, geographically isolated, poverty stricken)		The sustainability of initiatives requires sustainability of spheres of an environment including environmental, social and economic. Key to this process is ensuring equality across community groups. Women and other vulnerable groups are key identified to be impacted at target sites. These groups form a keystone of a sustainable system and therefore project success. These groups therefore have a large influence on the direction and specific outcomes of the project. Local communities will be participants and recipients of benefits realised through components 1, 2, 3 and 4.	livelihoods through mainstreaming SLM	5
Nchabaleng Traditional Authority (NTA) and community land users in the Limpopo target site	The Nchabaleng Traditional Authority is the largest traditional authority in the Lepellane Catchment representing the custodian of a large portion of communal land in the Limpopo target site. Key to any activities being implemented in the Limpopo implementation regions is the buy in from the NTA as the representatives of the community and communal areas in Limpopo.		The project will have a positive effect on the SH through improving livelihoods through mainstreaming SLM	5
Land Users (Agro-pastoralists using communal, commonage and private land in NC and Limpopo) with land use rights or land tenure arrangements	The land users form the predominant participants in the project and represent the direct beneficiaries of project outcomes and outputs. As participents and recipients of the capacity development, institutional strengthening, improved SLM and associated benefits with improved value chains and access to finance and markets. The land users will participate in Component 1, 2, 3 and 4 of the projects.		The project will have a positive effect on the SH through improving livelihoods through mainstreaming SLM	5
Land Users (Agro-pastoralists using communal, commonage and private land in NC and Limpopo) with no land use rights or land tenure arrangements				5

3.5. Baseline Analysis and Gaps

Significant work has been and is currently being conducted that the project will potentially leverage off. These are discussed below.

3.5.1. Past and Planned Actions and Projects

3.5.1.1. National Land Degradation Neutrality (LDN)

South Africa established national voluntary targets for National Land Degradation Neutrality (LDN) to be achieved by 2030. The national LDN targets were developed in accordance with SA's specific national circumstances and development priorities, taking into account the list of options for operationalizing LDN at the national level.

Sustainable development goal 15 focuses on promoting life on land. This goal is aimed at "protecting, restoring and promoting sustainable use of terrestrial ecosystems, sustainably managing forests, combating desertification, and halting and reversing land degradation and halting biodiversity loss". Target 15.3 requires countries to establish voluntary targets to achieve LDN by 2030. South Africa is one of the 114 countries that have volunteered to establish the LDN targets.

South Africa's LDN response strategy revolves around avoiding degradation, reducing degradation and restoring degraded lands. Towards this, the Land Degradation Assessment in Drylands (LADA) National Assessment Project for South Africa developed three indices including:

- Degradation Index (focusing on the extent and severity of land degradation);
- Conservation Index (focusing on areas under sustainable land management); and
- Sustainable Priority Index (focusing on levels of degradation, conservation, land capability and socio-ecological variables such as poverty, dependency on agriculture, forestry and fisheries and their contribution to the gross domestic product (GDP)).

These indices were used to select the most degraded areas (i.e., degradation "hotspots") for the LDN Target Setting Program. The target landscapes in Limpopo and Northern Cape represent degradation hotspots as a product of this process.

South African Targets and priorities include the following (DEFF Land Degradation Neutrality Targets for South Africa):

LDN at the national scale

- LDN is achieved by 2030 as compared to 2015 (no net loss).
- LDN is achieved by 2030 as compared to 2015 and an additional 5% of the national territory has improved (net gain).

LDN at the sub-national scale (if applicable/done)

- LDN is achieved in the grassland biome by 2030 as compared to 2015 (no net loss)
- LDN is achieved in the thicket biome by 2030 as compared to 2015 (no net loss)

Specific targets to avoid, minimize and reverse land degradation

- Improve productivity and SOC stocks in 6 000 000 hectares of cropland by 2030
- Rehabilitate and sustainably manage 1 809 767 hectares of "forest"[2] by 2030
- Rehabilitate and sustainably manage 1 349 714 ha of fynbos by 2030
- Rehabilitate and sustainably manage 87 621 ha of thicket by 2030
- Rehabilitate and sustainably manage 2 436 170 ha of grassland by 2030
- Rehabilitate and sustainably manage 2 646 069 ha of savanna (< 5m) by 2030
- Rehabilitate and sustainably manage 149 877 ha of Succulent Karoo by 2030
- Rehabilitate and sustainably manage 528 632 ha of Nama Karoo by 2030
- Rehabilitate and sustainably manage 76 525 ha of desert by 2030
- Rehabilitate 61 900 ha of wetlands by 2030,
- Clear 1 063 897 ha of alien invasive species by 2030
- Clear 633 702 ha of bush encroached land by 2030, and
- Rehabilitate 350 000 ha of artificial areas by 2030.

[2] Definition of forest follows the FAO land cover classification that includes savanna (> 5 m).

The position of target landscapes in relation to biomes are provided in Figure 3-16 below.

Figure 3-16: Target Landscapes in the Context of South African Biomes

3.5.1.2. LandCare Program

LandCare is a community-based programme supported by the DALRRL, launched in 1997 with the aim of enhancing the sustainable management and use of agricultural natural resources. The overall goal of LandCare is to optimise productivity and sustainability of natural resources to aid in greater productivity, food security, job creation and better quality of life for all.

The LandCare Programme includes various mechanisms including conditional grants. LandCare Programme conditional grants, as a function of the Comprehensive Agricultural Support Programme (CASP), has been functioning in the Northern Cape, with the aim of facilitating agricultural development

"by targeting beneficiaries of land reform, restitution and redistribution, and other black producers who had acquired land through private means" (PMG, 2017).

The flagship programme of the initiative is the Area Wide Planning (AWP) approach. Based on Sustainable Land Management (SLM) and Community Based Natural Resource Management (CBNRM) principles, this approach aims to support community level work on land rehabilitation, erosion control, water management, and control of invasive alien plant species.

Key LandCare projects, with a total budget of approximately US$365,000 in 2016-2017, are currently being implemented in the Northern Cape province of which include:

- The Z F Mgcawu project focusing on controlling 1,000 ha of invasive *Rhigozum trichotomum* in rangeland areas;
- The Pixley Ka Seme Soilcare project to carry out soil rehabilitation on 600 ha of degraded land using bioengineering techniques;
- The John Taolo Gaetswewe Veldcare project to control 1,000 ha of Acacia mellifera, re-vegetate 500 ha of denuded rangeland with natural grass seeds, and control of *Gnindia burchelli* on 500 ha to improve the rangeland; and
- The Frances Baard VeldCare project for the eradication of *Arcacia malifera* on 1,000 ha

The Ilima/Letsema project grants are another example of projects supported by the Land Care programme in the Northern Cape which were specifically aimed at promoting "sustainable use and management of natural resources through community-based activities".

Key LandCare projects, with a total budget of approximately US$683,000 in 2016-2017, are currently being implemented in Limpopo province of which include:

- A fencing project for the Seleka Area Wide Plan Project in Lephalale;
- The Niani soil conservation project in Mutale;
- The Dimani conservation agriculture project in Thulamela;
- The Khomanani project in Thulamela;
- Capacity building for the Bungeni soil conservation project in Makhado;
- Eradication of alien plants in the Modimolle Land Care Committee Project;
- Construction of 20 gabion structures in the Siloam soil conservation project in Makhado;
- Awareness and capacity building project for the whole of Limpopo Province.

3.5.1.3. Department of Environment, Fisheries and Forestry Natural Resource Management (NRM) Programmes

Under the framework of the broader Expanded Public Works Programme (EPWP), the DEFF is engaged in the implementation of the Environmental Protection and Infrastructure Programmes (EPIP), which is aimed at conserving natural assets and protecting the environment while also supporting job creation. The main goal of the programme is to alleviate poverty through a number of interventions that use labour intensive methods targeting the unemployed, youth, women, people with disabilities, and Small, Medium and Micro Enterprises (SMMEs), and are implemented in communities to uplift households while empowering beneficiaries to participate in the mainstream economy in a manner that addresses the environmental management challenges facing the country.

NRM initiatives under this programme include the Working for Water (WfW), Working for Wetlands, Working for Land and Working for Ecosystems programmes.

The Working for Water programme is considered one of the most successful initiatives on the African continent. Over the past two decades, the programme has focussed on invasive species clearing, environmental conservation, and water security, all while playing an important role in job creation. During its operation, it has cleared over 2 million hectares on invasive plant species, provided training and jobs for over 26 000 people per year, mostly consisting of women from marginalised communities. It currently has over 300 projects running across South Africa.

Working for Water has implemented various projects in the Northern Cape. In the focal region these are mainly in the John Taolo Gaetswe LM. A single project for the removal, and eradication of Prosopis is in the Groot Mier region. The efforts focus primarily on municipal land.

The Working for Land programme focusses on the restoration of composition, structure and function of soils in degraded landscapes. Aimed at improving the sustainability of livelihoods, the productive potential of land, and the promotion of economic empowerment in rural communities, these programmes operationalise the improvement of natural species diversity, landscape and catchment stability and resilience, and the development of markets for ecosystem services.

The Working for Ecosystems Programme promote resource conservation ethics and supports and encourages sustainable land use practices. The aims of this programme include the improvement of watershed services; climate change mitigation and adaptation initiatives, through the sequestration of carbon through the revegetation of denuded land, and reducing the risks posed to livelihoods by natural disasters through the restoration of degraded ecosystems; Unlocking investments and operational resources for the improvement of ecosystem services; and the promotion of pro-poor economic development in rural areas.

3.5.1.4. CSIR

Council for Scientific Research and Industrial Research (CSIR) is one of the leading scientific and technology research, development and implementation organisations in Africa. It undertakes directed research and development for socio-economic growth. The CSIR undertakes directed and multidisciplinary research, technological innovation as well as industrial and scientific development to improve the quality of life of the country's people. The CSIR's shareholder is the South African Parliament, held in proxy by the Minister of Science and Technology.

CSIR is currently a responsible party in the implementation of the UNDP-GEF 5 project entitled: Securing multiple ecosystems benefit through SLM in the productive but degraded landscapes of South Africa. The CSIR's role in the project is to:

1. Administer the small grants facility/innovation fund in the Olifants landscape;
2. Implement the participatory SLM monitoring in the Olifants landscape;
3. Provide input into the design and implementation of the capacity-building and development programme on SLM;
4. Support the establishment and strengthening of structures for improved coordination of land-use planning and land/ecosystem rehabilitation in the Olifants landscape;
5. Provide input into the best practice's guidelines for SLM practices;
6. Provide input into the GIS-based assessment of socio-ecological resilience; and

7. Support the strengthening of financing and governance frameworks relating to SLM practices

Key to this process are various outputs of which should be utilised by the project manager for additional social, environmental, economic and community baseline. These reports include the following:

- CSIR. 2019. Securing Multiple Ecosystem Benefits Through SLM in the Productive but Degraded Landscapes of South Africa: Selection of Sustainable Land Management (SLM) Options Report
- CSIR. 2020. Securing Multiple Ecosystem Benefits Through SLM in the Productive but Degraded Landscapes of South Africa: Fieldwork Report Mapping Land Degradation and Sustainable Land Management in the Lepellane Catchment using the World Overview Conservation Approaches and Technologies Approach
- CSIR. 2020. Securing Multiple Ecosystem Benefits Through SLM in the Productive but Degraded Landscapes of South Africa: Lepellane Catchment Situational Assessment
- CSIR. 2019. Securing Multiple Ecosystem Benefits Through SLM in the Productive but Degraded Landscapes of South Africa: Smallholder Farmer Typology in the Greater Sekhukhune District Municipality

Additionally, the CSIR has been involved in supporting and implementing various projects aimed at improving the value proposition of the Northern Cape over the years (DEDT, 2014). One project within the area of focus is the Witdraai Project which focusses on the sustainable cultivation, harvesting and semi-processing of Devil's Claw (*Harpagophytum procumbens*) Kalahari Melon or Tsamma (Citrullus lanatus). Other projects with which the CSIR has been involved in throughout the rest of the Northern Cape region include:

- The launch of essential oil distillation plants at Onseepkans and Pella, on the border between South Africa and Namibia, approximately 200 km east of Uppington; and
- The Medicinal Plants Project in Nourivier in the Nama Karoo, around 50km south of the regional centre of Springbok, focussing on the cultivation of *Sceletium tortuosum*;

3.5.1.5. The Jobs Fund

The Jobs Fund is a government backed organisation with the purpose of co-financing projects by public, private and non-governmental organisations which have the potential to "significantly contribute to job creation". The core purpose of the Jobs Fund is to catalyse innovation and investment in activities that contribute directly to sustainable job creation initiatives.

The Jobs Fund has supported projects such as the Eksteen Raison Incubator in the Northern Cape, aimed at developing the profitability of production of 55 farmers' production units through supporting technical aspects, market access, management, administration, financial advice to farmers, logistics training, and institutional support.

Raisin production in South Africa is concentrated in the Northern Cape. About 400 hectares of land available in and around the town of Eksteenskuil, along the Orange River in the Northern Cape, is owned by 55 resource-poor raisin farmers who are part of a primary agricultural cooperative. These farmers had water rights but have been unable to commercially farm the land due to the farmers' lack of appropriate farming knowledge and techniques, technical training and support, and access to markets. The Eksteenskuil Raisin Incubator aimed to help these farmers overcome these constraints and

optimise the production capacity of the available land to secure commercially viable enterprises. Grant funding provided was R18.25 million with co-funding of R24.81 million between 2013 and 2016.

3.5.1.6. Land Bank

Land Bank's mandate is to support farmers and food production in South Africa and this as per policy enacted by the state. Their role is to support the industry across the value chain. Support comes in the form of credit finance on the back of bankable business cases. Grant finance is available and are disbursed as blended products i.e., a combination of debt and grant.

Current grant opportunities:

- Blended finance: Land Bank/Departments of Land Reform and Agriculture- a viable business case will be recommended for grant finance by Land Bank. DRDLR/DAFF decides on the amount
- Land Bank/Jobs Fund: half Land Bank: half Jobs Fund- this comes at a rate pf prime minus 1,25%

3.5.1.7. World Overview of Conservation Approaches and Technologies (WOCAT)

The World Overview of Conservation Approaches and Technologies (WOCAT) developed practices aimed at reducing land degradation in South Africa (e.g. conservation agriculture, terracing, vegetation strips and gully control) towards promoting and improve sustainable land management. Projects developed under WOCAT are:

- Land Degradation Assessment in Drylands (LADA)
- Sustainable Land Management and Climate Change Mitigation Co-benefits (SLM CCMC)

3.5.1.8. Conservation South Africa

Conservation South Africa (CSA) is guided by the key objective of working towards "a future where humans live in harmony with nature". To this extent they are committed to aiding society in the adoption of more sustainable approaches to development, which maintain consideration of the value of nature at every step of the process.

This organisation's Food Security and Land Reform Programme seeks to address the issue of food security through emphasising the links between heathy ecosystems and the provision of healthy food, which in turn maximises the health benefits to people.

CSA is also a player in the climate change adaptation space through promoting conservation stewardship programmes to strengthen climate resilience. To this end, CSA has initiated the Climate Action Partnership by partnering with eight of the country's largest biodiversity conservation NGOs.

3.5.1.9. Meat Naturally

MN is a CSA for profit enterprise established in 2016 to provide livestock production support and mobile market access to farmers who have implemented planned grazing and restoration based on ecological science, Meat Naturally was originally founded to address the issue of environmental degradation in South Africa. From an understanding that ecological restoration and rural development are not mutually exclusive, they aim to bridge the gap between emerging small-scale livestock farmers and commercial markets for meat products, thus creating the economic opportunity of creating sustainable livelihoods.

Through partnering with NGO's, they provide formal training to these small-scale farmers on regenerative grazing techniques, cattle management, rangeland restoration practices, among other things. They also facilitate the connection between farmers and markets by organizing mobile auctions and mobile abattoirs, as well as providing certification for farmers that they are following best practice, thus securing confidence in the buyers.

3.5.1.10. NERPO

The National Emergent Red Meat Producers Organisation (NERPO) is non-governmental organisation that facilitates the commercialisation of livestock farmers through various registration, formalisation and training programmes. They form part of the Red Meat Industry Forum (RMIF) which is the overarching body which oversees the overall monitoring, evaluation and certification of the meat processing sector, while actively engaging in the policy and regulatory sphere.

The role played by NERPO is a vital one in helping emergent farmers to formalise their livestock production while ensuring that sustainable land and resource management practices are followed. Although NERPO only engages with farmers who have 50 animals or more, they aid in the management of large swathes of land due to their collaboration with farmers' syndicates which are made up of groups of up to 10 farmers. This also aids smaller scale farmers in accessing the services of this organisation.

While the activities of NERPO translates into a higher number of animals moving into a given area of land, the organisation actively aids farmers in ensuring that the resource base on which their production is based is managed in a sustainable manner. This is done through the administration of a code of best practice, which apart from specifying sustainable land management practices, also encompasses vaccination programmes and a livestock traceability system (LTS), among other things, while aiding in improving the commercial value of their livestock.

For farmers to secure the support of NERPO, the register with DAFF. After reviewing their applications, DAFF passes on the list of potentially eligible farmers to NERPO who verifies their eligibility and confirm if they qualify for support. Various metrics are applied, including the financial viability of their operations, captured in return on investment metric.

3.5.1.11. Endangered Wildlife Trust (EWT)

The EWT are currently implementing SLM activities within the Nama-Karoo under the UNDP-GEF5 project. Their focus in the Nama-Karoo region is threefold including community and stakeholder buy-in, organisation and promotion of SLM, development of pragmatic and participatory SLM plans and land restoration, facilitating capacity development through training and support to land users and IAP's and providing financial support and mechanisms for SLM upscaling (through UNDP fund).

The EWT, having been locally situated within the Karoo region of Northern Cape for over 20 years, possesses significant institutional and local contextual knowledge that would be beneficial to the complementarity and sustainability of the project proposed below.

3.5.1.12. Wilderness Foundation

Wilderness Foundation Africa (WFA) is an NGO that works to protect and sustain wildlife and wilderness through integrated conservation and education programmes.

Financial Innovation within Wilderness Foundation Africa aims at developing and implementing new and innovative financial solutions for sustainable landscapes in South Africa, with particular focus on protected and conserved areas. Four focal areas embraced include Fiscal Solutions, Offset Initiatives, Policy Structuring and Investment Vehicles in partnership with WWF-SA. Each focal area contains a number of project initiatives that investigate and implement specific solutions.

3.5.1.13. KLK Co-Operation

The KLK co-operation is a key player in the Northern Cape representing a direct commercial interface providing communities with access to markets (i.e. periodic auctions and out-of-hand sales) and market related goods (i.e. Fuel, feed, equipment). The branch in Rietfontein and Askham are key to the target sites in the NC.

3.5.1.14. Afrivet

Afrivet provides animal health products, knowledge and services for animals cared for by farmers and veterinarians in Africa. Their products prevent and treat disease and promote food security and safety. They provide products, professional knowledge solutions, support services delivered via local and global collaborations. Afrivet also provides training services focussing on developing the small-scale and communal livestock sector.

Key training is in Primary animal healthcare (PAHC) referring to the good management practices undertaken by the livestock handler on a daily basis to maintain health and production in livestock, in consultation with local veterinary professionals. PAHC training is provided to herders observing the animals on a daily basis. The training allows the trained herder to use a structured approach to identify and report the first signs of disease, and then actions prevention and treatment in partnership with local veterinary professionals. The trained herders can operate as Community Animal Health Workers (CAHW) providing support to local communities and land users.

Afrivet provides ongoing support to CAHW's through technical and product support in the form of online CPD training through the Afrivet Academy in collaboration with the University of Pretoria's Veterinary Faculty, and veterinary extension services in the form of disease reporting and identification apps. Product support takes the form of tender support services for the State Veterinary Services, as well as the establishment of small local stock remedy distributors.

Afrivet has to date trained Community Animal Health Workers in the following regions/projects:

- Siyaphambili Livestock Co-operative
- Exxaro Duranacol Livestock Improvement Programme
- KwaZulu-Natal PAHC Programme
- KZN Diptank Programme (ongoing)
- Mpumalanga PAHC Training
- Eastern Cape PAHC Training

3.5.1.15. Association for Water and Rural Development (AWARD)

AWARD are a non-profit organisation specialising in multi-disciplinary, participatory, research based project implementation aimed at addressing issues of sustainability, inequity and poverty. AWARD works collaboratively with other organisations and has developed strong and rich professional

networks. The Association aims to build natural resource management competence in civil society, government agencies and private enterprise and therefore objectives are appropriately aligned with those outlined in this project document.

The Associations current geographical area of focus, although not exclusively limited to, is in the catchments of north-eastern South Africa, including the Olifants River Basin (adjacent to the Limpopo target site).

The Association for Water and Rural Development (AWARD) is currently at the tail end of the RESILiM-O 5-year project (US$ 10.7 mil)) supporting the resilience of the Olifants catchment in South Africa and Mozambique. The program reduces the vulnerability of people and ecosystems through improved transboundary governance and management of natural resources. The program is grounded in a grassroots approach to understanding the systemic causes of vulnerability, including climate vulnerability, and a promoting new way of thinking and acting to promote integrated water and biodiversity management.

3.5.1.16. Summary

Action / Project	Focus	Scale	Budget	Timeline
'Working For' Programmes- EPIP	Land Restoration	National		Ongoing government programme
Drylands Conservation Programme - EWT	Sustainable Land Management - Community Support - Capacity building - Proclamation of BSA's	Loxton, Beaufort West, Victoria West and Carnarvon, Northern Cape	-	Ongoing
Eksteen Raison Incubator- Jobs Fund	Enterprise development	400 Ha in Eksteenskuil with 55 Farms in Northern Cape	Grant - R18.25mil Co-Fin - R24.81 mil	2013-2016
Essential Oil Distillation Plant- CSIR	Infrastructure development- bioprospecting industry	Onseepkans and Pella, Northern Cape		
LandCare Projects	Land Restoration - Bush and alien species removal - Rehabilitation	Northern Cape	$365 000	2016-ongoing
LandCare Projects	Land Restoration - Bush and alien species removal - Rehabilitation - Capacity building	Limpopo	$683 000	2016-ongoing

Action / Project	Focus	Scale	Budget	Timeline
	- Drought resilience infrastructure development (livestock management)			
Meat Naturally	Incentive Mechanism for Sustainable Cattle Farming - Capacity Building - Market Access - Ecological restoration - Sustainable Land Management	Umzimvubu (Eastern Cape and KZN); Namakwa region (NC); K2C (Mpumalanga and Limpopo)	-	Ongoing
KLK Co-operation	Periodic Auctions Market Access Facilities	Northern Cape-Rietfontein, Noenieput Philandersbron, Loubos		Ongoing
Afrivet	PAHC Training programme	KZN		Ongoing
Medicinal Plants Project - CSIR	Value proposition-bioprospecting industry	Nourivier in the Nama Karoo, Northern Cape		
RESILiM-O -AWARD	Improved transboundary governance and management	Regional- Olifants catchment-Limpopo	$10.7 mil	2014-2019
Witdraai Project - CSIR	Value proposition-bioprospecting industry	Northern Cape		

3.5.2. GEF Interventions

The following GEF interventions have been and are operational within South Africa. During the project design, every effort was made to make certain this project is complementary with the following completed and on-going efforts:

Project Title (Focal area)	Period/ Focal area (Imp App)	GEF Investment	Agency	Status
Shepherding Biodiversity Back into South Africa's Productive Landscapes (Northern Cape; Western Cape)	GEF 6 – Biodiversity (2016)	$1,017,750 $5,500,000	UNEP	2017 – ongoing Active
The UNEP-GEF project Shepherding Biodiversity Back into South Africa's Productive Landscapes aims to foster biodiversity conservation on livestock farms, through a return to human shepherding and the development of a wildlife-friendly produce branding scheme, leading to Payment for Ecosystem Services as a tool in conservation and local economic development.				

Project Title (Focal area)	Period/ Focal area (Imp App)	GEF Investment	Agency	Status
Unlocking Biodiversity Benefits through Development Finance in Critical Catchments (Berg-Breede and the Greater uMngeni catchments)	GEF 6 – Biodiversity (2017)	$7,201,835 $48,694,677	DBSA	2017 – ongoing Active
The DBSA-GEF project Unlocking Biodiversity Benefits through Development Finance in Critical Catchments aims to develop policy and capacity incentives for mainstreaming biodiversity and ecosystems values into national, regional and local development policy and finance: application demonstrated in two water catchments				
Securing Multiple Ecosystems Benefit Through SLM in the Productive but Degraded Landscapes of South Africa (Limpopo (Mphanama); Eastern Cape; Northern Cape (Loxton))	GEF 5 - Land Degradation (2015)	$4,237,900 $40,521,790	UNDP	2014 – 2020 Active
The UNDP-GEF project Securing multiple ecosystems benefit through SLM in the productive but degraded landscapes of South Africa was approved in 2015 with the primary objective of providing incentives (capacity, financial, governance) for the adoption of knowledge-based Sustainable Land Management (SLM) models for land management and land/ecosystem rehabilitation in support of the green economy and resilient livelihoods in the Karoo, Olifants and Eastern Cape. The long-term preferred solution of the UNDP-GEF project is to reduce the costs of ecological restoration in South Africa and increase the productivity of the land. This is being achieved through i) enhancing the capacity of government, institutions and local communities to mainstream SLM into policies, plans and programmes; and ii) implementing climate-smart ecosystem rehabilitation and management measures. The project is also building capacity for the integration of SLM into development planning by developing tools for the analysis of vulnerability and the development of innovative SLM interventions. The identified activities are being demonstrated at the local level and build on existing knowledge and best available technologies. These activities address soil erosion and land degradation. Consequently, the ecological functioning and resilience in the Karoo, Eastern Cape and the Olifants landscapes will increase. The project will also develop a simplified methodology for calculation of certified emissions reductions/carbon credits from spekboomveld restoration. This project (current ProDoc) project differs with the UNDP GEF project due to its focus on developing knowledge through assessment and evidence-based land use planning through Participatory Rangeland Assessment implemented by communities and local government to evaluate rangeland health and prioritise areas for action to inform the project interventions and actions on the ground. The rangeland assessment will be further enhanced by economic valuation of ecosystem goods and services and cost benefit analysis of restoration and SLM actions. Another difference is the focus of the proposed project on communal level governance and mobilisation of public and private investments to support community institutions for communal management of the multiple benefits of healthy rangelands. The projects are complimentary in their capacity building efforts of communal land managers and extension agents in identified SLM options and implementation of actions on the ground. knowledge and experience sharing have already been occurring during project design.				
Mainstreaming Biodiversity into Land Use Regulation and Management at the Municipal Scale	GEF 5 – Biodiversity (2014)	$8,177,730 $50,653,616	UNDP	Active

Project Title (Focal area)	Period/ Focal area (Imp App)	GEF Investment	Agency	Status
The UNDP-GEF project Mainstreaming Biodiversity into Land Use Regulation and Management at the Municipal Scale aims to mitigate multiple threats to biodiversity by increasing the capabilities of authorities and landowners to regulate land use and manage priority biodiversity at the municipal scale				
Improving Management Effectiveness of the Protected Area Network	GEF 5 – Biodiversity (2014)	$8,550,000 $49,559,113	UNDP	Active
The UNDP-GEF project Improving Management Effectiveness of the Protected Area Network, aims to ensure the Biodiversity of South Africa is protected from existing and emerging threats through the development of a financially sustainable, effective and representative national protected area network and improved land use practices in buffers around parks with a focus on community benefits and partnerships				
Kalahari-Namib Project: Enhancing Decision-making through Interactive Environmental Learning and Action in Molopo-Nossob River Basin in Botswana, Namibia and South Africa (Northern Cape; Botswana, Namibia)	GEF 4 - Biodiversity	$2,175,000 $7,300,000	IUCN	2008-2018 Closed
The UNEP-GEF Kalahari Namib Project supported communities and policy makers in Botswana, Namibia and South Africa to effectively implement and upscale SLM in the Molopo-Nossob catchment area and thereby contribute to restoration of the integrity and functioning of the entire Kalahari-Namib ecosystem. The Kalahari-Namib Project was a transboundary initiative aimed at promoting the joint management of the Kalahari-Namib ecosystem in Southern Africa, essentially focusing on combating land degradation and desertification while enhancing the livelihoods of communities dependent on these marginal dryland areas. Working with a variety of stakeholders, the KNP was implemented in South Africa by the, then, Department of Agriculture, Forestry and Fisheries (DAFF) in partnership with the, then DEA and executed by the International Union on Conservation of Nature (IUCN). Lessons from the KNP Project and outputs such as the recommendations from the Meir Institutional strengthening will be used to inform this project.				
Stimulating Community Initiatives in Sustainable Land Management (SCI-SLM) (National)	GEF 4 - Biodiversity	$912,391 948,000	UNEP	2010 -2013 Closed
The UNEP-GEF project Stimulating Community Initiatives in Sustainable Land Management (SCI-SLM) was an innovative three-year programme completed in 2013 that aimed at identifying local innovation in Sustainable Land Management by communities in four African countries namely; Ghana, Morocco, South Africa and Uganda. The SCI-SLM project was executed in South Africa by the University of KwaZulu-Natal with technical support from Vreij University. The initiative embraces both the principles of Community Based Natural Resource Management (CBNRM) and the National Action Programme (NAP). Lessons from this project will be used to inform the proposed project.				
Land Degradation Assessment in Drylands (LADA) (National)	GEF 3 - Biodiversity	$725,000 $7,980,000	FAO	Closed
GEF/FAO Land Degradation Assessment in Drylands (LADA) project aimed at strengthening South Africa's land degradation assessment processes to inform decision-making for implementing sustainable land management practices. LADA has developed important baseline data that will inform the development of the				

Project Title (Focal area)	Period/ Focal area (Imp App)	GEF Investment	Agency	Status
proposed project, including the prioritisation of the target sites. The purpose of the LADA is to obtain a better understanding of land degradation and conservation in South Africa at the magisterial district, regional, provincial and national level.				
National Grasslands Biodiversity Program	GEF 4 - Biodiversity	$8.300,000 $37,261,763	UNDP	Closed
The National Grasslands Biodiversity Programme, which ran from 2008-2013, was a partnership between government, non-governmental organisations and the private sector to mainstream biodiversity into the major production sectors (agriculture, forestry, coal mining, and urban economies) that operate in the Grassland Biome, with the intention of balancing biodiversity conservation and development imperatives in a production landscape. The Programme was implemented by the South African National Biodiversity Institute (SANBI) and approximately 26 partner organisations.				

3.5.3. Gaps To Be Filled

The baseline defined above indicates numerous past and present projects, activities and interventions towards establishing SLM both at multiple scales. The focus of each of the initiatives, although aimed at varying components of the greater SLM platform, have made progress within each focal objective. Key focal regions include information and data collection for improved governance (GEF-LADA), land restoration interventions (LandCare, EPIP, GEF-Securing Multiple Ecosystem Benefits), stimulating improved SLM governance support and capacity building within communities (LandCare, EWT, AWARD, GEF-SCI-SLM, GEF- Kalahari-Namib Project, GEF-Securing Multiple Ecosystem Benefits, GEF-Improving Management Effectiveness) and investments through enterprise and infrastructure development (CSIR, Jobs Fund, Meat Naturally, LandCare, GEF- Kalahari-Namib Project).

Though there has been progress at different levels, what is needed is effort that consolidates, aligns and captures meaningful outputs and facilitates informing effective management going forward and empowers land users in ongoing sustainable land management.

Improved Collection, Evaluation and Use of Data

- A significant gap is the link between information systems on the ground and governance at higher levels. Although much work has been done regarding the identification of potential methods for improving SLM in degraded areas, there is a need for the improvement of information flow between activities on the ground and the governing authorities, locally, regionally, and nationally.
- What is needed is the creation of an enabling environment where current and past action may be monitored, captured, evaluated, repackaged and redirected towards meaningful future action at numerous scales. It is crucial that the scale of impact of such an environment includes small scale (the communal land user) through medium scale (local and regional decision makers) towards large scale (policy at a national scale).
- This project will focus on developing knowledge through assessment and evidence-based land use planning through participatory development of focussed SLM practises implemented by communities and local government to evaluate rangeland health and prioritise areas for action to inform the project interventions and actions on the ground.

Formalise mechanisms that facilitate improved co-ordination at all scales

- Previous initiatives and projects focus on the developmental aspects of improving the extent of SLM at various scales and do not necessarily focus on the processes required for sustainable upscaling of SLM enabling environments. The development of geographically resilient mechanisms, to be installed at communal level, and the development of local level planning mechanisms that aim at scaling up will ensure the zone of influence is broader than existing initiatives.

Financial and market access enabling environment for scale up of SLM

- Although various support services and targeted investments have been provided to various land users and associated communities throughout the years, there is a need to mainstream the financial and market related enabling environment from where land users may effectively continue developing their livelihoods without trading off on SLM. The enabling environment here refers to incentivising daily activities to remain in line with SLM principles as well as unlocking opportunities for economic scale up of SLM related livelihoods and land use activities.
- Economic policy instruments attempt to influence behaviour and decision-making through introducing economic incentives (or disincentives) into the economic decision-making processes. Typically, these instruments use values and prices to achieve policy objectives. These are used as a way of influencing the actions of individuals and corporations through monetary and fiscal instruments. Examples of economic instruments include subsidies, taxes and fees, tradable permits, administered tariffs, or production incentives. In the case of natural resource management, these economic instruments attempt to either increase or reduce demand for specific benefits or ecosystem service, with the purpose of incentivizing certain desired behaviour. Economic policies are thus a mechanism whereby decision makers can both financially reward and penalise behaviour of an impactor. The use of economic instruments as an incentive to drive both ongoing and scale up of SLM practises is key for the sustainable mainstreaming of project outcomes. The project focuses on establishing a mechanism by where in exchange for complying with the principles of SLM, access to various opportunities for economic development will be provided including access to markets, financial capacity development, communal investment finance for scale up.

4. INTERVENTION STRATEGY (ALTERNATIVE)

4.1. Project Rationale and Expected Global Environmental Benefits

The proposed project will strengthen the capacity, knowledge and policies as well as improving access to the finance required to implement SLM in South Africa. The project will implement governance practices for improved SLM across landscapes that are currently under-represented in South Africa's SLM portfolio. The GEF investment will catalyse a coordinated approach to the financing of SLM in two unique landscapes – Limpopo and the Northern Cape. The project will form partnerships between the private sector, local farmers, government, civil society and academic institutions. Efforts will be focused on aligning SLM programmes between the three spheres of government – national, provincial and municipal.

The project will contribute to restoring land and ecosystem functionality, rehabilitating hydrological cycles, generating benefits to local livelihoods and strengthening community resilience to droughts. 150 000 ha of degraded landscapes will be targeted with improved governance and other enabling conditions for restoration which will have a significant impact on the wider ecosystem. Interventions will include community rangelands management, natural and assisted regeneration of pasture as well as the control of alien invasive and bush encroachment species. The introduction of agroecology approaches such as conservation agriculture, appropriate water harvesting and water saving techniques will also be promoted. The outcomes will lead to improved land productivity from increased soil organic carbon (SOC) and soil moisture resulting in increased agricultural production and sustainable conditions for stocking rates of livestock. Improved SOC will contribute to climate change adaptation and an increase in soil moisture will increase drought resilience.

Further co-benefits of the project will include the conservation of biodiversity, improved hydrological cycles and mitigation of climate change. The restoration and improved governance of 150 000 ha of degraded land will include the restoration of components of the grassland and savanna biomes. This coupled with improved rangeland management will increase available habitat as well as improve soil biodiversity. The resultant improved soil and above ground biodiversity will contribute significantly to the infiltration of water thereby decreasing the amount of water lost through runoff as well as reducing sedimentation of aquatic systems. Removal of alien invasive and bush encroachment species will also have an impact on improving biodiversity and available water. However, livelihoods dependent on invasive species such as *Prosopis spp.* will need to be taken into account.

4.2. Project Goal and Expected Impact

The principle goal of the project is to assist South Africa to achieve Land Degradation Neutrality (LDN) by 2030, by establishing enabling conditions for scaling up good SLM practices. South Africa has a target of rehabilitating and sustainably managing 2 436 170 ha of grassland and 2 646 069 ha of savanna (< 5m) by 2030. The project will target 150 000 ha of landscapes under improved governance and other enabling conditions for restoration and SLM (including state (communal), municipal (commonage) and if necessary privately owned land). Furthermore, the project will strengthen private investment through improved access to financial services and development of a stronger rural value chain, which will be designed to incentivise adoption of SLM practices, reinforce local institutions for natural resource governance and strengthen local livelihoods. The project includes a strong emphasis on leveraging

private investments in SLM to scale up tried and tested approaches in degraded drylands. While the project will target 150 000 ha of degraded areas, a further 800 000 ha of land will be targeted for improved governance and coordination. This will be done by targeting the governance structures in the Fetakgomo-Thubatse, Makhuduthamaga and Dawid Kruiper Local Municipalities through training and capacity building. The project will deliver this through four interrelated components:

- Outcome 1: Decisions on sustainable land management, landscape restoration and adaptive planning for drought resilience are informed by improved, dryland-adapted assessment data at local and national levels.
- Outcome 2: Government and customary land management institutions are strengthened to equitably coordinate natural resource management and improve response to recurrent drought emergencies.
- Outcome 3: Financial support to scale up validated SLM practices and develop markets for priority value chains provided.
- Outcome 4: Sustainable land management is mainstreamed at the local, national and regional level.

The relationship between the four components are given in Figure 4-1 below.

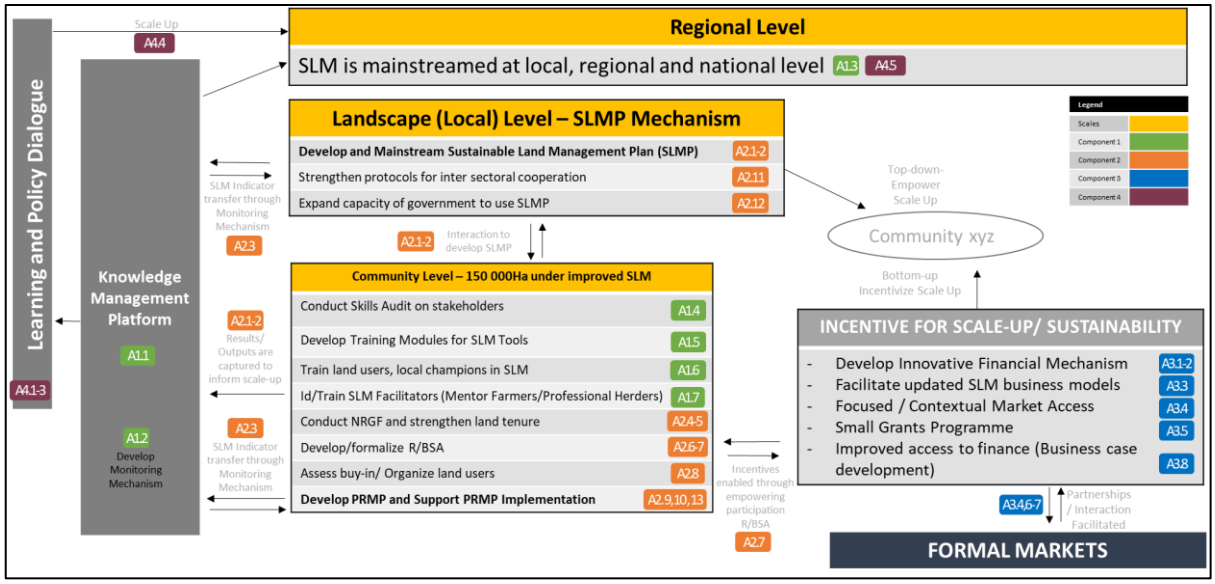


Figure 4-1: Relationship between the four components

4.3. Co-Financing and Additionality

The core goal of the project is to assist South Africa to achieve LDN by 2030, by establishing enabling conditions for scaling up good SLM practices. This will be achieved by placing 0.15 Mil Ha of communal agricultural under direct SLM actions and 0.8 Mil Ha of communal land under improved governance. The overall project budget from The GEF is US$3 629 816, while co-financing amounts to approximately US$25 486 084. All outputs of the study require significant stakeholder consultation as well as support from National, Provincial and Local Governments structures. Technical support for the project is provided by both DEFF and DALRRD as well as Working for Land (WFL) SANBI, UNEP and IUCN. This support will be distributed across all outputs and co-financing will be utilised. As distances between sites are large, particularly in the case of the Northern Cape, co-financing will be used to support travel costs of government officials as well as meeting expenses including venue hire. In order to implement

the objectives, the Provincial and Local government structures have been mobilised and will play an important part in community organisation. Co-financing from the private-sector has not yet been sourced as implementing partners will be selected through a competitive bid process. Once selected, co-financing will be sourced from the relevant provide sector entities.

In terms of additionality, there are a number of Natural Resource Management (NRM) initiatives in SA that will add to the GEF funded project. Key to the additionality of the project would be the DALLRD LandCare provincial projects which are active in both study sites and have provided co-financing for the project. The programme is based on SLM and CBNRM principles, this approach aims to support community level work on land rehabilitation, erosion control, water management, and control of invasive alien plant species. Another key government initiative is DEFF's Working for Land (WfL) Programme. This programme seeks to address degradation of land due to desertification, overgrazing, soil erosion, poor storm water management and unsustainable farming practices. Working for land intends to make more land productive for the communities to sustain their livelihoods. The programme is a key co-financing partner for the GEF project and will add technical and advisory skills in the study sites.

There are a number of private sector stakeholders which may be able to assist and are active in the study sites. These include, Meat Naturally, the Endangered Wildlife Trust (EWT) and Conservation South Africa. This stakeholders would bring significant technical and in-depth knowledge of SLM practices as well as the implementation of innovative financing instruments for communities. This would have to be approached once the procurement process has been finalised by the DEFF.

4.4. Innovation

There are a number of innovative activities that will be implemented through the course of the project. One central activity is the development of a Knowledge Management Platform (KMP) which will be established that operates to house data and share information to stakeholders at various levels. Resources will be shared at a communal level to provide for SLM implementation in the form of tools, guidelines or training modules and inputs into the Participatory Rangeland Management Plan (PRMP) development. This repository of information will drastically improve access to useful SLM knowledge for both community members and local government officials.

Key to the project is the development of innovative financing mechanisms for grazing lands. Access to finance is a key constraint for the development of sustainable, rural communities. Output 3 aims to implement a suite of innovative mechanisms tailor made for each of the landscapes. These could include incentivising sustainable grazing methods in return for access to markets, veterinary support and the development of small, micro, medium enterprises (SMMEs) related to the grazing value chain. Other mechanisms could include payment for ecosystem services (PES), biodiversity offsets and carbon sequestration activities linked to a carbon trading scheme.

4.5. Project Components, Their Expected Outcomes and Outputs and Planned Activities

The solution pathway towards achieving the project goal is identified through understanding the key barriers and root causes to mainstreaming of SLM and exploring initiatives that provide enabling conditions for SLM uptake by landscape level communities.

The hypothesises states that in the business as usual scenario, land degradation trends will continue due to ongoing challenges including:

1. Lack of data or limited access to data in some context;
2. Low capacities, resources and awareness for SLM;
3. Insufficient sectoral coordination and inadequate policies;
4. Governance challenges on community land and natural resources;
5. Weak land tenure and uncertain roles, rights and responsibilities for land management; and
6. Structural and institutional challenges to access finance and markets.

Under conditions discussed above, the business as usual scenario will not allow South Africa to meet its LDN targets and instead will see continuing land degradation, contributing to biodiversity loss, loss of ecosystem functionality and impact on wellbeing of socio-economic beneficiaries.

An alternative scenario is proposed that will provide enabling interventions to bridge barriers to strengthen conditions in communal areas that support the adoption of SLM. Project interventions will be explored through the following conditions:

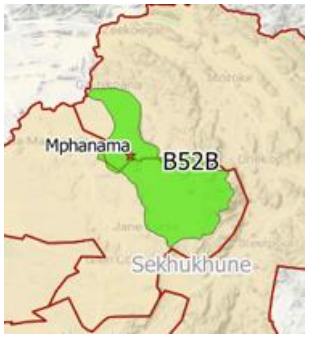
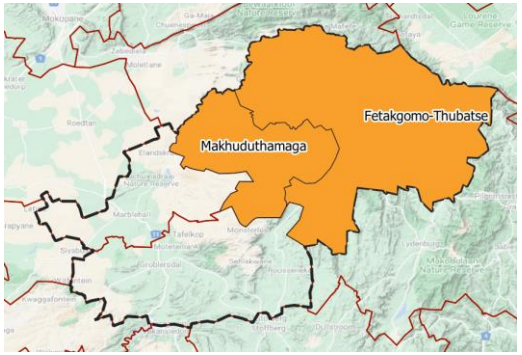
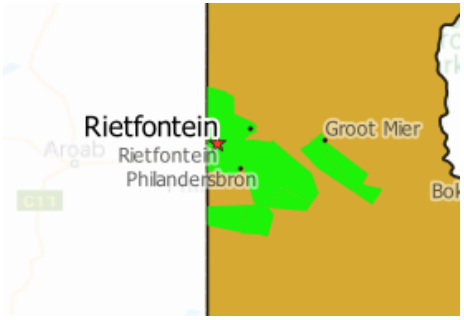
1. Improved-informed decision making based on simple but reliable data on land health;
2. Improved decision-making structures to coordinate planning and management across ecosystem and landscapes;
3. Improved inter-sectoral collaboration at local and national level;
4. Stronger gender responsive governance arrangements and more secure tenure will provide a more stable platform for investment;
5. Developing local rules and regulations for land management, particularly to support natural and assisted regeneration of pasturelands;
6. Strengthen capacities to engage men and women from communities in sustainable land management and restoration practices;
7. Engage with policy makers to ensure that policies are supportive of identified SLM approaches;
8. Strengthen private investment, through improved access to financial services and development of stronger value chain; and
9. Explore approaches to incentivize adoption of SLM practices to reinforce local institutions for natural resource governance and strengthen local livelihoods.

Target sites for implementation were identified ensuring opportunity for the following scale specific targets to be met:

Scale	Goal	Limpopo	Northern Cape
Community (Core focus) Level	0.15 Mil Ha of communal agricultural land restored under SLM actions (land directly influenced)	Lepellane Catchment (Includes Mphanama Village) (State Land) Quaternary Catchment B52B	Rietfontein, Klein Mier, and Groot Mier, Askham Commonages (Municipal Land) and if required emergent farmers (Private land) in the north Mier region
Landscape (Local) Level	0.8 Mil Ha communal land under improved governance (land	Makhuduthamaga and Fetakgomo-Thubatse LM	Dawid Kruiper LM

	controlled under target governance structures)		

The following table represents a summary of the features across scales of target sites identified for scale-up.

Focal Region	Limpopo		Northern Cape	
	Community Level	Landscape Level	Community Level	Landscape Level
Description	Lepellane Catchment (Includes Mphanama Village) Quaternary Catchment B52B	Fetakgomo-Thubatse and Makhuduthamaga LM	Rietfontein, Klein Mier, and Groot Mier, Askham Commonages and if necessary emergent farmers (private land) in the north Mier region	Dawid Kruiper LM
Focus	Communal land (State Owned land managed through Traditional Authorities as communal land)	Governance structures	Commonage land (Municipal Land managed as a commonage) (Where project requires include emergent farmers on private land)	Governance structures
Image/Locality				
Approximate Area/ Beneficiaries	Total 65 000Ha (Grazing land minimum 30 000 Ha)	3 000km^2 700 000 (54% Female)	100 000Ha (Commonages) 180 000Ha (Emergent Farmers)	44 000km^2 100 000 (49% Female)

4.5.1. Component 1: Informed Decision Making and Action for SLM

The component will generate information required for shaping decisions on priority community-based rangeland restoration actions on the ground. This component will provide appropriate tools, guidelines and skills required to enhance landscape planning and SLM action by land-users and advisors. Targets under the component are provided below.

Output	Indicators	Final Target(s)	Source of verification
Output 1.1.2: Relevant Sustainable Development Goals (SDG 15.3) indicators and SLM good practices are validated and monitored	Decisions at a community, landscape and national level are informed by improved information and knowledge products provided by a practical, comprehensive and user-friendly Knowledge Management Platform (KMP) developed and maintained by the project for informed decision making at district, provincial and national level.	KMP operational	Evidence of information and knowledge products used from KMP for informed decision making within the two project landscapes and at provincial, national and regional level
Output 1.1.2: Tools, guideline and training materials developed;	Landscape specific custom SLM training module developed	4	Training modules developed in each of the target landscapes
Output 1.1.3: Diverse stakeholders have capacity to implement sustainable land management and landscape management;	Number of land users, mentor farmers and para-vets trained	- Reaching 100% of all land users in each of the two project landscapes - 10 Mentor Farmers in each of the two project landscapes - 5 Community Animal Health Worker (Para-veterinarians) in each of the two project landscapes	Numbers of land users and community members trained through project training initiatives disaggregated by gender.

Outcome 1.1: Decisions on sustainable land management, landscape restoration and adaptive planning for drought resilience are informed by improved, dryland adapted assessment data at local and national level.

Information on land management is vital to understanding, assessing and evaluating the success of objectives. In the target landscape the information feedback and management process is limited due to gaps in the data collection processes available in the landscape. The monitoring mechanisms that are implemented in these landscapes do not cater for lower level participation (communal level) and likewise do not directly benefit decisions at a community scale. Furthermore, due to the lack of resolution, established monitoring mechanisms do not measure indicators that are valuable for evaluation of SLM goals at a community, local, regional and even national level. Knowledge and understanding of SLM principles and techniques is furthermore vital to ensuring appropriate implementation of improved SLM. A crucial gap to the scaling up of SLM in the target regions is the lack of knowledge and use between land users, extension services (government and private) and local

decision makers and existing SLM tools, guidelines and materials. The capacity for SLM in the region is highly limited of which drives ongoing degradation and improper land management.

Component 1, through implementation at target sites in Limpopo and Northern Cape, aims to develop a platform by which the scale up of improved information management and knowledge and capacity development, as it pertains to SLM, can be implemented at a larger scale.

The management of information will be approached through the establishment of a central Knowledge Management Platform (KMP) of which will be accessible by a range of beneficiaries of which will provide scale specific benefits and indicators. At the communal level, land users and communal management structures will extract data necessary for effective management of rangelands and community grazing organisations. At a regional, provincial and national level, information outlining trajectories on objectives and goals will be provided which will allow for effective adaptive management, improved response mechanisms and sustainability reporting.

The KMP will be maintained through the establishment of a participatory monitoring mechanism which will provide inputs of data at a communal level. The monitoring mechanism will ensure key indicators are included that will allow for access and therefore benefits at multiple scales. Indicators will be evaluated at a national level against national strategies and goals to assess progress.

Landscape specific training modules will be developed in response to skills audits that will focus on rangeland specific requirements and approaches to SLM. Firstly, interested community members and stakeholders (land users, extension services, local government) will be trained in developed training modules. Secondly, provision will be made to train interested stakeholders (Land users, extension services, local government) to be Mentor Farmers and Professional Herders that will operate a supporting function to local land users. The training these communal support personnel will act as an opportunity for empowerment through supporting ongoing improved SLM.

The successful implementation of the component as well as long term sustainability rests largely on the ongoing participation of communal level stakeholders. As a result, the approach intervention design and implementation on the following principles:

- Support the development of trust between and within land users and intermediaries;
- Identify willing participants who have an appetite for SLM to maximise probability of success and ensure adoption of SLM best practices at scale
- Support and strengthen the role of intermediaries towards ensuring their role is effective towards implementing long-term community self-management on a sustainable basis
- Preference be made on leveraging off existing and previously completed initiatives and design to ensure continuity and maximise trust with the community
- Identify and work towards overcoming hurdles or barriers preventing land users from utilising land in a sustainable way
- Focus be made on ensuring sustainability of interventions in the long-term ensuring continuation after project closure

Although the general barriers and root causes of degradation addressed by component 1 are the same, the implementation of the component activities will vary slightly between the Northern Cape and Limpopo target sites. The reason for this is the variation between the presence of complimentary projects and actions that have been undertaken within each region.

Activities undertaken by the UNDP-GEF5 project in the Lepellane catchment provides direct complementary progress towards proposed activities. Existing progress from which proposed activities will be built for the Northern Cape are less evident and activities will likely have to be conducted from a less developed point.

Potential partners for implementation of component 1 (in no particular order) include the following:

- Sol Plaatjie University (SPU)
    - Relevant regional footprint
    - Proven research capabilities
- University of Limpopo (UL)
    - Relevant regional footprint
    - Proven research capabilities
- Conservation South Africa (CSA)
    - Relevant regional and appropriate technical experience (continuity)
    - Organisational objectives align with project objectives (Sustainability)
- Endangered Wildlife Trust (EWT)
    - Relevant regional and appropriate technical experience (continuity)
    - Organisational objectives align with project objectives (Sustainability)
- Council for Scientific and Industrial Research (CSIR)
    - Relevant regional and appropriate technical experience (continuity)
- Association for Water and Rural Development (AWARD)
    - Relevant regional and appropriate technical experience (continuity)
    - Organisational objectives align with project objectives (Sustainability)
- University of North West
    - Appropriate technical experience
    - Proven research capabilities

Output 1.1.1: Relevant Sustainable Development Goals (SDG 15.3) indicators and SLM good practices are validated and monitored

Project interventions will focus on establishing a mechanism that allows for improved data collection and sharing at various levels, improved indicator appropriateness for SLM monitoring and reporting and ongoing maintenance and evaluation of the mechanism.

Key to the success of such a knowledge management mechanism is to ensure relevant indicators are included to ensure the progress on goals can be tracked. The project will ensure relevant indicators are considered and monitored to ensure the progress on goals can be tracked. The specific indicators to be monitored at a communal level will be identified through a top down approach starting with the validation of appropriate SDG and identify key indicators thereof. Additional indicators of SLM will be identified at various levels of which requirements to track will be included in the monitoring mechanism. SLM indicators will include indicators required to track good practises including land use indicators: productivity of land, water quality, condition of livestock Socio-economic indicators: measures of improved wellbeing and equality of marginalised groups and gender inclusion.

Results of the indicator analysis will be packaged into a participatory monitoring mechanism that will form part of the communal level (land users, facilitators, extension services) monitoring requirements as per included in the R/BSA (component 2) or perhaps as required by the constitution of formalised

grazing associations or conservation committees. The monitoring mechanism will facilitate the collection and capture of data to be included into the Knowledge Management Platform (KMP).

The KMP will be established that operates to house data and share information to stakeholders at various levels. Indicators, at a strategic scale, will be made available at national and provincial level to provide input for sustainability reporting and indicate progress towards SDG's. Data will be shared at a municipal scale to provide fine scale insights into the state and trends in SLM in the region. Resources will be shared at a communal level to provide for SLM implementation in the form of tools, guidelines or training modules and inputs into the Participatory Rangeland Management Plan (PRMP) development (component 2). The KMP must therefore be user friendly and accessible to a variety of stakeholders of whom must receive training on its use.

The KMP will be a mechanism for the storage of data to be made available to stakeholders across multiple levels. The KMP will require the input of data collected at various points of the scale up process. The KMP would include key data categories including:

- Strategic-Scale Governance Data (District, Provincial and National government)
    - Baseline assessments (Data inputs from Component 2)
    - Spatial data and Maps (Data inputs from component 2)
    - Scenario/Strategic approach (Data inputs from Component 2)
- Fine-Scale Governance Data (Municipal, Local governance, Extension Services (Governmental and private))
    - Skills audits and training results (Data inputs from this Component 1)
    - PRMP (Data inputs from Component 2)
    - Details on Conservation Committees (Data inputs from Component 2)
    - Details on R/BSA (Data inputs from Component 2)
        - Participants, details of agreement
    - Details of investments made in community validated value chains
- Resources for Communities (Community members and aspiring SLM managers)
    - Training Modules (Data inputs from this Component)
    - Roles and responsibilities
        - Governance structures
        - Mentor Farmers, Para Veterinarians and trained members (Data inputs from this Component)
    - Community specific PRMP's (Data inputs from Component 2)
    - Resources on partnership opportunities and farmer aggregation organisations

The Platform must be utilised to evaluate and analyse impacts on ecosystems at a regional scale (eventually) which will eventually allow for adaptive management of sustainable goals.

Data will be shared at local level for use in the SLMP (developed in component 2). Information will be shared at a communal level to provide resources for SLM implementation in the form of tools, guidelines or training modules and inputs into the PRMP development (component 2). Baseline will be established through the development of the SLMP (developed in component 2) The Knowledge Management Platform must therefore be user friendly and accessible to a variety of stakeholders of whom must receive training on its use.

Activities under this output will include:

- Activity: Establish and implement user-friendly Knowledge Management Platform to share data, information and lessons learned on Land degradation and SLM among different stakeholders (communal, local, regional and national).
- Activity: Develop participatory and complementary monitoring mechanism (based on an established framework/system) for input into KMP and train stakeholders.
- Activity: Determine relevant SDGs, indicators and monitor and analyse changes in ecosystem health against the extent of SLM implementation to ensure adaptive management.

Output 1.1.2: Tools, guideline and training materials developed;

The output proposes the development of training modules that are regionally specific and cater directly to the needs and capacity of relevant stakeholders (community members, extension officers or local decision makers) that have been identified to receive training. Stakeholders are identified during the development of the Sustainable Land Management Plan (SLMP) in Output 2.1.1. Identification of stakeholders, particularly women stakeholders and vulnerable groups, will be done in line with the recommendations of the Gender Action Plan (GAP) and the site-specific Vulnerability Analysis. The training modules will utilise existing tools, guidelines and training materials to develop a custom package for use in training. If necessary, new guidelines will be developed otherwise existing guidelines will be repackaged as appropriate. Towards this the project will conduct a skills audit of relevant stakeholders. This will include land users but also extension services. Based on the results of the skills audit, training modules will be developed that comply with the Skills Development Act.

Activities under this output will include:

- Activity: Identify and conduct skills audit on stakeholders (land users, community groups and extension officers) on current capacity to implement and maintain SLM practices.
- Activity: Based on results of skills audit, develop stakeholder specific training modules which are landscape specific and includes relevant SLM tools, guidelines and training materials.

Output 1.1.3: Diverse stakeholders have capacity to implement sustainable land management and landscape management; and

The training modules developed in output 1.1.2 will be utilised to capacitate the relevant stakeholders identified in output 2.1.1 to implement SLM in the region. Additional training will be facilitated for community members to become Mentor Farmers and Professional herders. Mentor Farmers will be identified through the identification of community champions, who preferably have previous experience with SLM principles. These individuals will be trained to provide community support services to other community land users. It would be encouraged that these support services provide their services at cost in order to promote access to communal level consulting services to land users. Professional herders will be trained to become “Para Veterinarians” and operate as a form of entrepreneurs whereby the professional herder may charge for services rendered. A Para-Veterinarian will have access to medicinal resources (through application via AFRIVET) and can provide a first contact para veterinary service as well as herding services to land users. Both the mentor farmers and the para veterinarians will be supported by the project in the following ways:

1. Training of SLM practices and basic veterinary services;
2. Support through the development of business cases for submission to commercial banks and investors in order to scale up the micro enterprises (Output 3.1.4); and

3. Access to seed money for enterprise development through the small grant programme (Output 3.1.2).

Activities under this output will include:

- Activity: Identify a network of "Mentor Farmers" and community animal health workers in facilitation, participation, mobilisation and community based experiential learning in SLM practises.
- Activity: Training of Mentor farmers, Para-Veterinarians, community champions, land users, extension officers and relevant governance structures in use of landscape specific SLM tools and guidelines.

4.5.2. Component 2: Governance and Institutions

Component 2 will establish mechanisms for landscape and community level planning and prioritization of actions, including identification of institutional capacity for sustainable land management and LDN targets and investment priorities. This component will contribute in addressing the barriers of weak capabilities and inadequate governance institutions. Strengthened skills of women on SLM management will be necessary to improve their roles as users and managers of land.

Component 2 supports participatory planning and decision-making and will generate resource use agreements to use as the basis for strengthening land rights and more transparent and cooperative governance. Community action is central to Component 1 and the project will strengthen the organizational capacity of community institutions to coordinate governance of natural resources more effectively. Local-level actions on SLM will be supported under Component 2 in order to strengthen the motivation and oversight role of community governance structures.

With regards to national LDN targets, the relative direct contributions to these targets are approximated to include the following:

In the Limpopo target area, the community level focus will rehabilitate and sustainably manage 44 000ha of Savanna and 19 000ha of Grassland biome. In the Northern Cape target area, the community level focus will rehabilitate and sustainably manage 100 000 ha of Nama-Karoo Biome.

This provides a direct relative percentage project contribution to LDN targets as follows:

- 0.8% to Grassland targets;
- 0.2% to Savannah targets; and
- 18.9% to Nama-Karoo targets.

Activities to be developed at a community level will include, where required, removal of alien invasive species and bush encroachment therefore contributing to these targets. Precise contributions will only be clear once SLM interventions have been finalized for each landscape.

Interventions and project activities proposed at a landscape level will improve governance towards mainstreaming rehabilitate and sustainably management which will indirectly contribute, or rather pave the pathway, towards further achieving a total LDN target contribution of the following:

- 3% to Grassland targets;
- 8.4% to Savannah targets; and
- At minimum 100% of Nama-Karoo targets with scope to contribute to the additional 5% improvement of national territory.

The final tier, through the implementation of activities in component 1 and 4, aim to mainstream SLM at the local, regional and national level. This aims to empower governance structures to facilitate the rehabilitation and sustainable management of landscapes at a national level therefore contributing, in their totality, to the entire range of LDN targets described in Section 3.5.1.1. above.

Targets under the component are provided below.

Output	Indicators	Final Target(s)	Source of Verification
Output 2.1.1: Mechanism for landscape planning and prioritisation of actions established;	Number of Sustainable Land Management Plan's (SLMP) developed	2	The development of the Sustainable Land Management Plan's (SLMP) for each target region
Output 2.1.2: LDN targets and investment priorities are validated;	Percentage LDN targets and investment priorities represented in the SLMP's and PRMP's.	80%	Achieving LDN targets and investment priorities should represent key aims of the SLMP and PRMP mechanisms. The percentage total representation of the presence of these targets as specific aims of the mechanisms should be assessed.
Output 2.1.3: Land users' resource rights are strengthened in target areas through application of appropriate governance mechanisms;	Percentage of land users' resource rights strengthened through improved or complimentary mechanisms (i.e. contractually, R/BSA agreement, land management authority processes or another identified pathway)	80%	The percentage of land users, within project local landscape, whose rights to resources have been strengthened either through contractual improvement or formalisation of land management authorities processes for resource rights allocation.
Output 2.1.4: Organisational and governance capacity of community groups is strengthened;	Area of land committed to improved SLM by land users under R/BSA and supported under established PRMP	150 000 Ha	Land management plan and intention of land users formalized through grazing associations/ Conservation Committees in the site-specific R/BSA and PRMP
Output 2.1.5: Provincial landscape management mechanisms are strengthened for informed and consultative planning of land and water resources.	Number of public sector personnel with increased capacity for sustainable land management planning, development and use of SLMP, SLMP implementation and SLMP succession strategy	30	Number of public sector personnel in relevant offices that are trained in use of the SLMP disaggregated by gender. Personnel must at minimum sit within the following structures: - DEFF - DALRRD - LDARD - LEDET - DENC - NCDALR - Sekhukhune DM - Fetakgomo-Thubatse LM - Makhuduthamaga LM - David Kruiper LM

Output 2.1.6: Priority community-based rangeland restoration actions supported.	Area of land that is under improved SLM as guided by site specific PRMP	150 000 Ha	Data entries in participatory and complementary monitoring mechanism (As developed in Component 1)

Outcome 2.1: Government and customary land management institutions are strengthened to equitably coordinate natural resource management and improve response to recurrent drought emergencies.

Effective coordination and management of any system is crucial the success of the system. The target landscapes are limited in efficiency due to vital gaps in governance mechanisms with regard to the sustainable management of rangelands in the areas. There is a key limitation in the coordination of multiple governance structures within these regions. Misalignment, miscommunication and a lack of transparency of objectives at multiple levels is counterproductive. Mandates between players in the landscape are not clear, even within organisations. The SLM capacity in terms of holistic landscape planning, within government institutions, is furthermore not as it should be at specific levels of governance. There is no central mechanism for aligning the approach and objectives of multiple landscape players. There is no clear pathway for informing SLM action and priorities for rangelands at a local scale.

The misalignment of objectives is furthermore evident among land users who often share the land, or rangeland borders, with one another. A lack of regulatory environment pertaining to the use of this land removes consequence as a regulatory mechanism and in turn drives conflicts as well as misuse of land. Weak land tenure arrangements drive a lack of accountability and therefore drives unsustainable land uses. There is a lack of rangeland specific communal level action plans which guide the sustainable use of the land and centralise SLM objectives among land users.

Component 2, through use of the target sites for scale-up in Limpopo and Northern Cape, aims to improve the functionality, coordination, effectiveness and transparency of regional approaches and align objectives of government, communal governance structures and land users through the development of a variety of formalised mechanisms.

The alignment, clarification and cooperation of approaches and objectives between and within governance structures and communities will be facilitated through the participative development of three mechanisms.

The first mechanism is a Participatory Rangeland Management Plan (PRMP). A PRMP will operate as a community scale land management action plan (i.e. within the village/commonage in both target sites). The PRMP reflects and takes into account the diverse values, interests and views, capacities, fears and aspirations of the society at the community scale. The PRMP will be developed through the direct participation of the land users organisation which shares a common goal towards improved SLM. The PRMP will strive for an inclusive plan taking all land users into consideration. The project will then provide stakeholders with support to implement SLM through developed PRMP's in sites within the regional focus of the project.

The second mechanism is a Rangeland or Biodiversity Stewardship Agreement (R/BSA) which operates to formalise the intentions of land users to implement SLM on rangelands. The R/BSA will operate as a framework, including code of conduct, conditions and incentives, from where regulation of land use on commonage or communal land may be implemented. The R/BSA is signed between the land-users and the component implementer, which will be decided through a competitive bid process.

The third mechanism is a Sustainable Land Management Plan (SLMP). The SLMP, will operate as a landscape mechanism (Local Municipality level) for prioritising rangeland action as well as aligning the regional SLM objectives between governance structures. The SLMP will provide the basis from where protocols for intersectoral cooperation will be strengthened and government SLM capacity will be expanded.

The successful implementation of the component as well as the long-term sustainability relies on the effectiveness, inclusiveness, equitability and accountability of the mechanisms developed and implemented. Focus must be made to develop and maximise respect by communities and land users of landscape management mechanisms and implementing authorities. This requires extensive participation of communities and associated land users. Respect is defined here as land users approving landscape management mechanisms as a result of demonstrated impacts and potential achievements and process of development (participative and inclusive).

Although the barriers and root causes of degradation addressed by component 2 are the same, the implementation of the component activities will vary between the Northern Cape and Limpopo target sites. The reason for this, other than varying status quo and progress in SLM development, is the difference in the management structures as well as the vast difference in land user numbers.

In Limpopo, the focal land is predominantly communal and therefore belongs to the state. The governing bodies however are the Traditional Authorities of whom there are numerous and together with higher numbers of land users will likely require significant additional resources focussing on consultations compared to that of the Northern Cape sites.

The Northern Cape target sites, although the core focus is on commonages, of which requires municipal consultations which thereafter can target land users, will additionally include a variety of private landowners. The landowners are generally segregated into defined groups within land user unions. A key focus for improving governance capacity outside of commonage areas is within the emergent farmers.

Potential, and willing, partners identified to be included in the implementation of component 2 (in no particular order) include the following:

- Sol Plaatjie University (SPU)
    - Relevant regional footprint
    - Proven research capabilities
- University of Limpopo (UL)
    - Relevant regional footprint
    - Proven research capabilities
- Conservation South Africa (CSA)
    - Relevant regional and appropriate technical experience (continuity)
    - Organisational objectives align with project objectives (Sustainability)
- Endangered Wildlife Trust (EWT)
    - Relevant regional and appropriate technical experience (continuity)
    - Organisational objectives align with project objectives (Sustainability)
- Council for Scientific and Industrial Research (CSIR)
    - Relevant regional and appropriate technical experience (continuity)
- Association for Water and Rural Development (AWARD)

    - Relevant regional and appropriate technical experience (continuity)
    - Organisational objectives align with project objectives (Sustainability)
- University of North West
    - Appropriate technical experience
    - Proven research capabilities

Output 2.1.1: Mechanism for landscape planning and prioritisation of actions established;

The project will develop a landscape level planning mechanism in the form of a Sustainable Land Management Plan (SLMP) which will inform and be informed by the Knowledge Management Platform (KMP), LandCare officials at the local level and stakeholders operating in the SLM space at a landscape level (Local Municipality). This process will align with LandCare's ongoing landscape planning mechanisms.

The SLMP will operate as a landscape level mechanism for prioritising rangeland action as well as aligning the landscape SLM objectives with municipal, provincial and national governance structures. The process will be enhanced through Government's District Development Model (DDM), which aims to enhance the integration of the three spheres of government and improve service delivery. The DDM is a method of government operating in unison focusing on the municipal district and metropolitan spaces as the impact areas of joint planning, budgeting and implementation. The SLMP will provide the basis from where protocols for intersectoral cooperation will be strengthened and government SLM capacity will be expanded. In addition, community roles and processes will be made clear on decisions making and on various rights issues. Three procedural rights should be considered including: the rights to be informed, be consulted and where they would be included in decision making.

The SLMP will represent a mechanism whereby the baseline (socio ecological, environmental and governance/institutional) is defined and strategic approach to SLM action prioritisation and implementation is established. The development of the SLMP must include the following:

1. Baseline Assessment
    - Environmental Baseline
        - Hydrology, Climate, Land degradation
        - Use high-resolution maps of the land uses and land cover changes to provide baseline information
        - Utilise the dryland assessment tool to generate data on land health (PRAGA; See output 2.1.4)
        - Land degradation assessment (Target landscapes and sites)
    - Socio-economic Baseline
        - Demographic profile
        - Socio-economic profile
        - Assessment of various farmer typologies (i.e. from subsistence to commercial)
        - Results of skills audit (See output 1.1.2)
        - Identification of Vulnerable and marginalised groups (PRAGA).
    - Governance/Institutional Baseline
        - Enabling policies and institutional arrangements
        - Define land management and land user entities
        - Existing governance structures, decision makers and communal governance and modalities with regard to SLM implementation

        - Must be implementation ready and capacity must be assessed
    - Strengths and weaknesses of governance structures (IUCN NRGF, see output 2.1.3)
2. Strategic approach to SLM action implementation
    - Prioritisation of SLM actions
        - Use baseline data to guide potential SLM interventions (for use in Output 2.1.4)
        - Apply modelling techniques to generate current and future scenarios towards change detection for effective management planning
        - Planning and prioritisation of land use actions to ensure scale-up of SLM throughout the region
    - Roles and responsibilities
    - Implementation Action Plan
        - Intervention Plan
            - Vulnerable groups must be considered in the action plan
        - Consultation Plan
        - Sustainable local management practises
    - Monitoring and Evaluation
        - lessons learnt from communal SLM implementation processes as well as communal level models of training approached, organisational structures, R/BSA models and approach to PRMP development and support.

The SLMP must be developed through collaboration with various departments and existing local management mechanisms (Municipal IDP's, State of Environment Reporting Structures). The SLMP will sit at the Local Municipality level and therefore the local municipality will be the key stakeholders to be consulted in the development of the plan. These include David Kruiper, Makhuduthmaga, and Fetakgomo-Thubatse Local Municipalities and associated LandCare officials.

Buy-in and expansion of capacity for use within local and district municipalities will be facilitated to ensure integration with current planning structures. Integration of SLM at a local level will assist leveraging of local level initiatives such as the EPWP programme for use towards achieving the upscaling of SLM in the region. The process will be integrated into the governments Government's District Development Model (DDM), which aims to enhance the integration of the three spheres of government and improve service delivery. This will link to Output 2.1.5.

Activities under this output will include:

- Activity: Develop spatially relevant SLMP which outlines local baseline assessments and operational SLM best practises in the commonages of NC and communal grazing lands of Limpopo.
- Activity: Mainstream through facilitating buy-in from LM and integrate SLMP into existing management structures through workshops and stakeholder training.

Output 2.1.2: LDN targets and investment priorities are validated;

The SLMP (landscape scale package) and PRMP (community scale package) will provide inputs indicating national LDN target and investment progress. The KMP will provide the platform for housing and verifying the LDN targets and investment priorities are being met.

Activities under this output will include:

- Activity: LDN targets and Investment Priorities are confirmed, validated and monitored through the development of the SLMP and landscape level PRMP using the KMP developed in Component 1.

Output 2.1.3: Land users' resource rights are strengthened in target areas through application of appropriate governance mechanisms;

A detailed governance assessment, utilising the IUCN Natural Resource Governance Framework (NRGF), will be conducted towards evaluating needs and monitoring progress towards strengthening natural resource governance, at multiple levels for the target regional contexts.

The required approach to strengthening land tenure varies between the two provinces given the difference in land management structures.

In Limpopo, the approach will be through the support of traditional authorities to strengthen the existing land tenure systems of land users in the area. Specific needs in terms of required support, this may be for the land user or even the Traditional Authority, will be identified through close consultations with traditional representatives. The needs focus will be framed in line with strengthening land tenure of land users in terms of resource rights of land users. Special consideration will be made to the roles and responsibilities of traditional authorities under SPLUMA, to ensure sensitivities and level of buy in are considered. It is crucial that the project does not disempower these local management structures. However as there has been a general rejection of SPLUMA by Traditional Authorities, this is a good place to start to improve existing processes and therefore by extension strengthen resource rights of land users.

In the Northern Cape, the focus will be two-fold. Firstly, focus will be made on strengthening the resource rights within contracts granted to users on commonage land (i.e. ensure longer term security of land use of which will strengthen confidence of land user to invest in allocated land).

The project focusses on communal lands, of which is not clearly allocated for specific use, and commonage land, which has been observed to not have clear conditions for use by users.

This gap in tenure confidence requires some form of formalisation of land aligned with common objectives and conditions of use. The intervention approaches this through the development of a Rangeland or Biodiversity Stewardship Agreement which, under formal contractual law, aligns objectives towards improved SLM between land users on a specific piece of land. This mechanism furthermore formalises the use of the land by land users and provides a platform from where regulation may occur.

Under the National Environmental Management Act (NEMA), Biodiversity stewardship is already supported and is based on voluntary agreements between the landowners and conservation authorities, and landowners are supported by government at different levels depending on the level of protection granted to the biodiversity priority area concerned.

The Rangeland/ Biodiversity Stewardship Agreement (R/BSA) will operate to formalise the positive intentions of land users to implement SLM on rangelands. Provisions are already made for Biodiversity Stewardship Agreements as per NEMA and therefore the mechanism is already established. The R/BSA would operate as a mechanism that is more community and rangeland specific than the traditional BSA. These types of R/BSA mechanisms are commonly used by the NGO Meat Naturally to incentivise SLM in exchange for market access facilities. The R/BSA will operate as a framework, including code of

conduct, conditions and incentives, from where regulation of land use on commonage or communal land may be implemented.

This mechanism, allows for firstly formalising land tenure arrangements, strengthening resource rights in the process, and secondly allows for regulation of conditions through either existing legal structures or through incentive-based mechanisms (as discussed in component 3). The R/BSA will be developed and participation will be facilitated to a group or association of land users who fall under similar land use objectives (as developed in component 2). The R/BSA's will represent a mechanism that allows access to specific benefits in exchange for declaration of intentions in line with SLM principles.

The building of collective understanding and empowering participation in the R/BSA will be conducted through the following:

1. Presentations and information sharing at conservation committee meetings and communal forums,
2. Conducting results-based roadshows to adjacent/ interested communities
3. Learning exchange programmes

Activities under this output will include:

- Activity: Conduct a detailed governance assessment towards evaluating needs and monitor progress towards strengthening natural resource governance
- **Activity:** Development of a Fair-Use Land Tenure Checklist aiming to ensure transparency and consistency of eligibility against criteria for land use and/or land tenure arrangements. The checklist will provide a first step screening tool to ensure land use and/or land tenure arrangements are not impacted or influenced in a way to affect vulnerable groups disproportionately.
- Activity: Formalise a Rangeland/ Biodiversity Stewardship Agreement within existing legal and governance framework

Output 2.1.4: Organisational and governance capacity of community groups is strengthened;

The intervention proposes the organisation of land users into formalised land user groups and supporting the development of transparency of land use along the principles of SLM. This will be achieved by building on the stakeholders identified in the development of the PRMP and Output 2.1.3.

The output involves three steps:

Firstly, organise land users into formal groups or associations based on similarities in geographic rangelands and land use objectives. This means either organising existing land users into new organisations or strengthening and upscaling existing organisations. Examples could include existing grazing associations or unions. The approach would be to formalise these groups in line with legislative requirements to ensure legal legitimacy. It is envisioned that the organisations have a clear constitution and code of conduct with regard to SLM practises and the principles of sustainability and inclusivity. Models may include legal mechanisms such as unions, community property associations (CPA) or Conservation Committees (which are formalised through the Conservation of Agricultural Resources Act (CARA)). The organisation of land users will provide the platform from where the second and third steps would occur.

Secondly, upon the formalisation of land users an SLM needs assessment will be workshopped with conservation committees or signatories of the R/BSA to identify community validated issues and

solutions to SLM. Results from the SLMP process conducted under Output 2.1.1 whereby SLM priorities had been identified, will form a key input into the process to ensure alignment with local and regional objectives. Sustainability goals will be developed and community driven SLM actions will be prioritised in a participatory fashion to maximise ownership of the approaches.

High to medium potential areas for community specific interventions will be selected which would include interventions such as:

- Supplementary fodder production
- Management practices to halt soil and water degradation
- Natural regeneration practices to enhance the growth of native vegetation, improve biodiversity and increase ecosystem services
- Agroforestry systems and fodder bank establishment
- Practices that minimise the rate of conversion of wetlands to agricultural lands due to their relatively secure water source compared to the surrounding uplands areas.
- Practices that enhance soil carbon stocks and minimises carbon emissions.

Thirdly, the development of Participatory Rangeland Management Plans (PRMP) for improved communal use of land.

Participatory Rangeland Management Planning, also known as PRMP is a participatory rural appraisal (PRA) tool that has been used successfully by the IUCN in their work with communities and farmers in Dryland areas in Southern and Eastern Africa. It introduces a greater degree of participation into environmental planning and introduces greater accountability and community ownership into development and natural resource management.

The PRMP will operate as a community scale land management action plan. The PRMP and will be developed through the direct participation of the land user, of whom belongs to a land users organisation that share a common constitution towards improved SLM. Through the PRMP process, land users will be able to discuss issues and learn from each other and discuss approaches, barriers and needs. PRMP development exercises would lead communities through a process of spatially mapping their current situation and defining their future vision focusing on natural resources and the environment. The PRMP process will also highlight where there are key problems and opportunities in the landscape, who the key stakeholders are and what is needed to engage with them, how the landscape has changed over time enabling reflection on how their current land management practises were contributing or preventing land degradation. The PRMP should include provision for collection of data through the monitoring mechanism, grazing plans, roles and responsibilities, land user rights and Community Penetration Protocols.

The PRMP will represent a community environment action plan for each farm/ piece of land, developed by the farmers which can guide them (and the project), the government and any future donors on the assistance needed, and priority actions for specific regions.

General steps to follow include:

1. Partnership building
2. Situation and context analysis
3. Mapping and planning
4. Reporting and data storage
5. Monitoring and evaluation

Activities under this output will include:

- Activity: Create or strengthen existing Land Users into organised formal structures (grazing associations/ Conservation Committees- as defined in the Conservation of Agricultural Resources Act (CARA)) for each landscape.
- Activity: Conduct SLM needs assessment workshops to identify issues and solutions to SLM, develop sustainability goals and prioritise community driven SLM actions.
- Activity: Development of Participatory Rangeland Management Plan (PRMP) for improved communal use of 150 000 Ha of communal and commonage land

Output 2.1.5: Provincial landscape management mechanisms are strengthened for informed and consultative planning of land and water resources.

Cross sectoral coordination is a common gap in general landscape management mechanisms. Output 2.1.5 envisions the development of a protocol for sharing information, objectives and collaboration between players within a landscape.

The SLMP, through the KMP, will form the framework from where the protocol will be built. Many government forums are already in place which have similar objectives as the one described here, however these need to be strengthened and perhaps formalised to ensure participation of entities at a variety of levels. The requirement for expansion of capacity between and within various players (Government, NGO, community-based organisations and land user associations) on the use of the SLMP is vital for it to become the centralised mechanism for institutional coordination and cooperation relating to improved SLM at a landscape (local municipal) scale. The District Development Model (DDM) is an operational model for improving Cooperative Governance aimed at building a capable, ethical Developmental State. It embodies an approach by which the three spheres of government and state entities work in unison in an impact-oriented way, and where there is higher performance and accountability for coherent service delivery and development outcomes. It is a method of government operating in unison focusing on the municipal district and metropolitan spaces as the impact areas of joint planning, budgeting and implementation

Activities under this output will include:

- Activity: Operationalise / strengthen protocols for inter sectoral and cross-sectoral coordination mechanisms for SLM across government, NGO's, community-based organisations and land-users associations
- Activity: Expand capacity of local and provincial government to utilise SLMP. This will be achieved through a combination of training, workshops and awareness raising.

Output 2.1.6: Priority community-based rangeland restoration actions supported.

The project will provide financial and technical support to communities in the implementation of Participatory Rangeland Management Plan (PRMP). The focus will be on supporting softer interventions such as management approaches (improved water, veld erosion management), however it is likely that hard interventions (construction and physical transformation) will be required in areas with significant degradation. The requirement for this will be guided by the site specific PRMP's. It is important that focus is made on implementing cheaper management principles to ensure restoration targets are achieved.

Activities under this output will include:

- Activity: Restoration activities identified in the PRMP will be supported and implemented in the two landscapes.

4.5.3. Component 3: Markets and Finance for Scale-Up

Component 3 will deliver inclusive and sustainable financial investments required to address barriers related to low investments in rangelands and low access to markets in drylands regions.

This will contribute to climate change resilient livelihoods, by mapping value chains of key products (including the potential players and potential off takers at different stages of the value chain) and channelling investment into priority value chains. The project will use inclusive and innovative financing mechanisms aimed at building climate resilience and sustaining farmers' livelihoods. Targets under the component are provided below.

Output	Indicators	Final Target(s)	Source of verification
Output 3.1.1: Innovative financial mechanisms are developed for restoration and SLM, including community SLM funds, microfinance, and land restoration trust funds;	Investments materialized through innovative financial mechanism (2 to 1 return on investment)	US$700 000	Total investments materialized through innovative financial mechanism developed by project
Output 3.1.2: Investments are made in community validated priority value chains;	Investments made into community validated priority value chains (4 to 1 return on investment)	US$1 200 000	Total investments made into community validated priority value chains. Results to be disaggregated by gender.
Output 3.1.3: Investment partnerships are developed between small and medium sized enterprises, national finance institutions, and local land users;	Number of partnerships developed	20	Total number of aggregation agreements facilitated
Output 3.1.4: Investment proposals and business plans are developed for scale up of innovative finance in SLM.	Bankable Projects/ Business cases submitted to development banks	10	Total number of business cases submitted to development banks

Outcome 3.1: Financial support to scale up validated SLM practices and market links for priority value chains created;

Economic development in a highly rural landscape has a powerful influence on behaviour to drive the scale-up of sustainable land management. Economic development within the target landscaped however are highly restricted due to major limitations in access to financial and market resources. The limited access to these resources is due to numerous socio-economic, institutional, and geographic drivers. Limited financial capacity of stakeholders to develop and navigate markets and financial institutions has resulted in a lack of scaling up and an under-developed local market for products arising from rangeland use. Communities have been seen to have little participation in the value chains of products arising from rangeland use and have little support to penetrate along the value chain. Under-developed informal markets and limited capacity and resources (financial and infrastructural) drives uncertainty of supply (quantity and quality) which reduces penetration ability into formal markets. Capacity gaps and limited acumen further limits opportunity for partnerships with established enterprises. Distance from markets (especially in NC) exacerbates market isolation. The small-scale

nature and unpredictability of products reduces confidence in feasibility and therefore lack of interest by financial institutions. In addition, limited opportunities for alternative livelihoods (to that of livestock production) results in a stale mate for economic development in these regions.

Component 3 aims to provide markets and finance for scale up through a three-part approach.

Part one will be to validate a suite of integrated innovative finance solutions towards establishment into the two landscapes.

Part two will be to make investments into validated priority value chains through targeted investment and establishment of mechanism that incentivises ongoing SLM through market access and unlocking opportunities towards developing financial capacity and partnerships.

Part three will provide opportunities for microfinance to communal enterprises, civil society organisations and non-governmental organisations, through a small grants programme (SGP), financial capacity training and business case development. The development of business cases for potential enterprises will be supported as to leverage funding from commercial banking institutions such as the Land Bank and Development Bank of Southern Africa (DBSA) and other private investors. The SGP will provide seed or matched funding for sustainable enterprises identified during the project and through the business case development. A total of 10 business cases will be targeted and a funding amount of $1,2 million raised through this process.

The activities will ensure that investment opportunities are guided by principles of inclusivity and sustainability to ensure women have equal access to investment and market opportunities. It is vital that interventions build on existing mechanisms to ensure maximisation of co-financing opportunities and land user “self-co-financing” and move away from dependencies on government.

Although the barriers and root causes of degradation addressed by component 3 are the same, the implementation of the component activities will likely vary between the Northern Cape and Limpopo target sites. The reason for this is the variation between the governing authorities over the focal rangelands as well as the difference in ability to monitor short term impacts of land use strategies on local vegetation.

In Limpopo, focus for community investment is less clear due to the mosaic of land use objectives and types across the landscape. There are no clear objectives from the management authority on what land should be used for. The current activity of the UNDP-GEF5 project in the landscape, having already conducted a needs assessment with community members, allows for clarity on the communal investment focus. Additionally, the monitoring approach as required to assess compliance by the market access mechanism will function well in the landscape and therefore does not require additional considerations.

In Northern Cape, focus for communal investment is clearer as the management authority has a clearer idea of investment priorities. For example, not all of the commonage area is utilised due to the lack of water points.

Potential partners identified to be included in the implementation of Component 3 (in no particular order) include the following:

- Sol Plaatjie University (SPU);
    - Relevant regional footprint
    - Proven research capabilities

- University of Limpopo (UL);
    - Relevant regional footprint
    - Proven research capabilities
- Conservation South Africa (CSA);
    - Relevant regional and appropriate technical experience (continuity)
    - Organisational objectives align with project objectives (Sustainability)
- Endangered Wildlife Trust (EWT);
    - Relevant regional and appropriate technical experience (continuity)
    - Organisational objectives align with project objectives (Sustainability)
- North West University (NWU);
    - Relevant regional footprint
    - Proven research capabilities
- Wilderness Foundation;
    - Appropriate technical experience (continuity)
    - Organisational objectives align with project objectives (Sustainability)
- Meat Naturally (MN);
    - Relevant regional and appropriate technical experience (continuity)
    - Organisational objectives align with project objectives (Sustainability)
- NERPO;
    - Appropriate technical experience (continuity)
    - Organisational objectives align with project objectives (Sustainability)
- LandBank;
    - Organisational objectives align with project objectives (Sustainability)
- Afrivet;
    - Organisational objectives align with project objectives (Sustainability)
- Commercial Farmers Unions (Noenieput and Askam); and
    - Relevant regional footprint and LM technical experience
- KLK Co-operation
    - Relevant regional and appropriate technical experience (continuity)

Output 3.1.1: Innovative financial mechanisms are developed for restoration and SLM, including community SLM funds, microfinance, and land restoration trust funds;

The Output will use innovative financial mechanisms to address barriers related to low investments and low access to markets in the targeted landscapes as well as provide sustainable flows of finance for landscape interventions and entities to ensure the long-term impact and scale of interventions. The purpose of the finance mechanisms is to provide long-term environmental and economic sustainability to the landscapes and financial stimulus to social enterprise development, rural economies and livelihoods. For each landscape, the feasibility of the mechanisms will be assessed and if suitable, piloted and then scaled up. Financing mechanisms such as carbon finance, water finance, debt instruments, fiscal instruments, and broader access to the growing national conservation finance sector.

The output will identify and develop a suite of suitable innovative finance mechanisms which could be implemented in the two landscapes including carbon offsets, payment for ecosystem services, fiscal instruments and conservation tax incentives. While not exhaustive, this list will be expanded in this step and suitability for implementation will be assessed. The suitable finance mechanisms will be

implemented in the two landscapes. The purpose of the innovative finance mechanism is to provide long term viability to the local rural economy.

Activities under this output will include:

- **Activity:** Determine viability of a suite of integrated innovative finance and incentive mechanisms within the landscapes.
- **Activity:** Pilot and scale viable finance solutions to facilitate long term financial sustainability of actions

Output 3.1.2: Investments are made in community validated priority value chains;

Community investment will be informed through the PRMP development process conducted in component 2 and therefore will be driven by land user organisations (developed in component 2). The project will provide the investments through the incentive mechanism and the SGP. The project would develop and implement an incentive mechanism similar to the Meat Naturally model, which provides incentives to communities in the form of access to market in return for the implementation of sustainable land practices. The SGP will also provide investments into suitably qualified community-based enterprises. The value chains to be developed involve the grazing and production of livestock. The project will identify suitable points within the value chain in which community enterprises can be involved. These could include suppliers, transporters and services.

Three activities will be carried out:

1. Firstly, current SLM value chains will be profiled and a capacity needs assessment of the land users will be conducted towards adopting an upgraded business model. This will involve profiling selected value chains and through integration of SLM better practises as defined, developed and strengthened above, facilitate the adoption of the upgraded business model by value chain actors. The upgraded model will include one with the innovative business relationships and business arenas and which takes into account new land care and climate smart technologies and good agro-ecological practices. Structured capacity building and training to aggregated farmers focusing on CSA, Production, Business operation and other key aspects will be rolled out including: Structured capacity building and training on climate smart agriculture and good agro-ecological practices for women farmers, vulnerable groups and other land users using various approaches including the farmer field school approach and lead farmer approach. This training could be combined with the training of mentor farmers and other stakeholders in Output 1.1.3. Potential, and willing, partners to be included in this process include the following:
    - AFRIVET;
    - Commercial Farmers Unions (Noenieput and Askam);
    - KLK Co-operation;
    - Meat Naturally; and
    - NERPO.
2. Secondly, an incentive mechanism that supports, regulates and accommodates the conditions present in dryland rural livestock enterprises to improve market access will be established in the landscape. This mechanism will incentivise sustainability through market access, knowledge development and economic support. The mechanism requires a mutual commitment between implementers and the communities of which will be solidified through the R/BSA (developed in

component 2). Implementation of the agreement, along with traceability measures, will be done through the mechanism and non-compliance thereof results in reduction of benefits. The model will incentivises compliance with the R/BSA through providing market aligned services and opportunities to communities that collaborate. The selected implementing partner will provide the market based incentives. The incentives provided are driven by community needs and will remain relatively flexible ranging from developmental to financial in nature. The incentive-based services to be provided will likely include the following:

- Partnering with NGOs to offer rural farmers formal training on regenerative grazing techniques, rangeland restoration practices, cattle management, stock theft patrol, predator control, Eco-ranger training and learning exchanges
- Train interested men and women in target communities to participate in business initiatives which enable, complement or are based on SLM in livestock production
- Support economic goals by organizing mobile auctions and mobile abattoirs to provide small-scale famers with the opportunity to reach new markets
- Mobilise NGOs and farming communities to have bulk purchasing power and access to critical farming equipment and vaccinations
- Provide consulting services for implementing essential grazing practices, cattle management, tagging and stock antitheft

3. In response to the structured capacity building and training received under the updated business model (Output 3.1.2), outputs of the mechanism in terms of gaps and interest in revealed alternative value chains (alternative to livestock production), a small grants programme will be developed that supports and incentivises SLM. The SGP should support the SLMP (developed in component 2). The focus on alternative livelihoods will be those that either drive improved SLM (e.g. fodder/meat/skins/bone-meal/para-veterinary services) or else benefit through the improved SLM (i.e. increased production or tourism related products). The following tasks are proposed:
    a. Formalise a Governing Body, Secretariat and Advisory Group. The purpose of these bodies are described in Annex 11, but essentially they will provide oversight, day to day implementation, review of applications and provide support to grantees. In addition, these bodies will determine the scope of the enterprises (with input from Output 3.1.2) to be supported through the small grants.
    b. Refinement of the Project Typologies based on the outcomes of the profiling of selected value chains in Output 3.1.2 and development of the project results framework.
    c. Advertise the call for proposals and assist applicants with proposal writing (Support from Activity 3.7).
    d. Put in place and implement a safeguard risk management procedures (see Annex 13 for guidance)
    e. Assess and award grants to enterprises.
    f. Administer, provide support and monitor grant beneficiaries over the 3-4-year period

Activities under this output will include:

- Activity: Facilitate the strengthening of an updated business model that integrates SLM better practices ensure and participation of interested community land users.

- Activity: Implement/operationalize an established incentive mechanism that supports, regulates and accommodates the conditions present in dryland rural livestock enterprises to improve market access and therefore sustainability of SLM.
- Activity: Develop and implement small grants programme that supports the development of alternative livelihoods, to livestock production, that support and incentivise SLM.

Output 3.1.3: Investment partnerships are developed between small and medium sized enterprises, national finance institutions, and local land users;

The project will facilitate partnerships, where feasible, between community farmers or land users and commercial farmers or buyers of goods and services. Sub-tasks to be completed under this activity include the following:

- Identify aggregators (buyers) for the commodities in question (livestock or crops). This will define key requirements (such as number of communal famers, type, location, goods and services, alliances and competencies) that will be required by the aggregator/buyer for a feasible partnership.
- Perform communal farmer profiling and registration. This should be done through the conservation committees developed in component 2.
- Support the setting-up of farmer organization (producer level)/clusters.
- Support the formalization of aggregation agreement between farmer organizations and aggregators, according to the adopted business model and good and services to be provided.

A candidate list of potential partnerships and points of departure include the following:

1. Commercial Farmers Unions (Noenieput and Askam);
2. Emergent Farmers Union (Mier);
3. KLK Co-operation;
4. Meat Naturally; and
5. NERPO;

The additional development of SLM livestock production protocols will focus on ensuring the ongoing inclusion of emergent farmers into formal livestock value chains. Protocol development will be informed by the parameters defined under upgraded business model. The protocols must be developed in accordance with requirements by commercial partners but that incentivise ongoing partnerships, as per those developed above.

Activities under this output will include:

- Activity: Partnerships will be developed through the course of the project between aggregators or buyers and local communities involved in ongoing SLM.
- Activity: Engage relevant red meat commercial market players on SLM livestock production protocol development

Output 3.1.4: Investment proposals and business plans are developed for scale up of innovative finance in SLM.

This final outcome will be implemented on the back of the platform created through components 1 and 2. Once communities have the capacity for implementing improved SLM practices, improved financial acumen and sustainable enterprises have been identified, 10 investment proposals and business plans will be supported. The focus will be on an individual or community enterprise level and will aim at

securing finance for scale up that supports the development of value chains in the SLM space. Once business plans have been developed, proposals will be submitted to banking institutions for additional funding. The SGP (Activity 3.5) may provide an additional source of seed funding to enterprises which do not meet the requirements of traditional lenders.

Opportunities could include fodder production, meat and hide production etc. Once feasible business cases have been developed, organisations such as The National Emergent Red Meat Producers' Organisation (NERPO) and Landbank could be approached. These organisations can provide low interest finance to commercially feasible enterprises.

Activities under this output will include:

- Activity: Facilitate improved access to finance through the development and submission of proposals and business cases to development and commercial banks as well as private investors.

4.5.4. Component 4: Learning and Policy Dialogue

Component 4 focuses on learning and policy discourses for scale-up and long-term sustainability.

The component aims to inform SLM related national policies and processes based on the results and best practices from the implementation of the project actions under the first, second and third components. Component 4 supports dialogue with key stakeholder groups at national and local levels to develop consensus over good practices and policies. The component will also document and communicate lessons on investment opportunities and will use these lessons to convene investor groups in dialogue towards investment in sustainable land management and supply chains.

Component 4 will include project monitoring and evaluation to ensure effective, adaptive management. Targets under the component are provided below.

Output	Indicators	Final Target(s)	Source of verification
Output 4.1.1: Policies and practices that support LDN attainment are validated at the national level;	Allocation of public finance to support implementation of SLM policies and practices	US $ 1 000 000	Budget allocated to communities and landscapes for the mainstreaming and implementation of SLM related projects.
Output 4.1.2: Policy recommendations are developed through discourse and outreach at different levels;	Presence of an integrated SLM policy brief that integrates existing relevant SLM policies and project recommended policies	1	The presence of an integrated SLM policy brief
Output 4.1.3: Project lessons are captured, evaluated and shared;	Number of project specific Annual Forums held	5	Annual forum agenda and attendance register
Output 4.1.4: Multi-stakeholder learning forums held at provincial and national levels.	Number of Multi-stakeholder forums attended and shared	5	Multi-stakeholder forum agenda and attendance register

Outcome 4.1: Sustainable land management is mainstreamed at the local, national and regional level

Activities under this outcome will strengthen governance foundation to provide long-term support for SLM programming. Improved governance will be informed by the results of on-going and completed on-the-ground project interventions. The project will facilitate the sharing of SLM approaches and investments conducted in component 1, 2 and 3 at a national level. The outputs will support the development of an integrated SLM policy brief that supports the integration of existing SLM policies as well as inform additional policies. Lessons learnt through this project will be captured, evaluated and shared through formal knowledge dissemination platforms at a national and international level.

Potential partners identified to be included in the implementation of component 4 (in no particular order) include the following:

- IUCN
    - Proven track record of implementing GEF projects throughout Africa.
- Sol Plaatjie University (SPU)
    - Relevant regional footprint
    - Proven research capabilities
- University of Limpopo (UL)
    - Relevant regional footprint
    - Proven research capabilities
- Conservation South Africa (CSA)
    - Relevant regional and appropriate technical experience (continuity)
- University of North West
    - Appropriate technical experience
    - Proven research capabilities

Output 4.1.1: Policies and practices that support LDN attainment are validated at the national level;

Policies that support the mainstreaming of SLM at a national level will be evaluated. Relevant policies, and lack thereof, will be identified in the initial stages of the project and their relevance to the project, limitations and gaps will be evaluated and shared at a national level. The approach will aim to catalyse discussions on shortcomings towards strengthening the SLM policy landscape. Key here are policies, such as public financing, that strengthen scale up of LDN rather than drive progress in a different direction. Activities under this output will include:

- Activity: Identify policy gaps that limit, and existing policies and practises that strengthen, LDN attainment approaches at national level
- Activity: Periodically evaluate, at a national level, the policies and practises that strengthen LDN attainment approaches

Output 4.1.2: Policy recommendations are developed through discourse and outreach at different levels;

The output will involve the development, in close collaboration with key stakeholders, an integrated SLM policy brief. The policy brief will include policies and practises, identified in output 4.1.1, and integrate them together with policy recommendations as a result of policy gaps identified through the project implementation.

The integrated SLM policy brief will focus on influencing the approach to scaling up of SLM throughout the country. Influential areas could include the following:

1. Strategy and action plan for implementation
2. Influence magnitude of public expenditure on SLM
3. Facilitate the development of farm planning regulations
4. Support and facilitate the development of veld management strategy for the country
5. Develop and support livestock and veld management drought schemes
6. Support the development of sustainable use and management of agricultural natural resources policy

Activities under this output will include:

- **Activity:** Development of an integrated SLM policy brief that integrates existing relevant SLM policies and project recommended policies

Output 4.1.3: Project lessons are captured, evaluated and shared;

Project lessons will be captured by the PMU through coordinated monitoring of the responsible parties.

Project lessons and recommendations will be shared through project forums which include all responsible parties, project management units and relevant government departments. The forum will act to allow the sharing of project lessons and provide recommendations to all parties involved, especially those in government departments who will be responsible for the progress once funding ends.

A project monitoring matrix or framework will be developed in the initial stages of the project to ensure lessons learned throughout the project are captured and evaluated. Key to this is to ensure project lessons and status is shared with relevant stakeholders. This would include both government (to ensure effective scale up and uptake of progress) and private sector (including alternative farmers and private investors). For each stakeholder it is key that the objectives for sharing are clear to ensure maximum uptake by potential beneficiaries.

Activities under this output will include:

- **Activity:** Lessons learnt must be periodically captured, evaluated and shared with SLM multi-stakeholder project forums by the PMU and the implementing partners.

Output 4.1.4: Multi-stakeholder learning forums held at provincial and national levels.

Key to output 4.1.4 is ensuring that the progress, approach and what is learnt through project implementation be shared at a national level. This will aim to maximise both sustainability of interventions towards achieving national goals, but also coordination of sectors to align towards an understood common vision. Project outputs must be shared at multi-stakeholder platforms where specific organisations that implement within the SLM space are targeted. This would include sharing lessons learned with local, district municipalities as well as provincial and national departments that have not yet been a part of the process.

The multi-stakeholder platform must report at a national level through existing formal structures such as the United Nations Conference to Combat Desertification (UNCCD) and the Conference of the Parties (COP).

Activities under this output will include:

- **Activity:** Develop SLM multi-stakeholder platforms that report at national and provincial levels.

4.6. Risk Analysis and Risk Management Measures

Project risks have been identified throughout the course of the project design process. Table 4-1 Includes risks and potential approaches to mitigation for risks that might prevent the project objectives from being achieved (Scores 0-None; 1-Low; 2-Medium; 3-High).

Table 4-1: Projects risk and mitigation log

Risk	Impact High:5 Low:1	Likelihood High:5 Low:1	Level	Possible Mitigation Measure
ADAPTIVE MANAGEMENT Current management structures lack mechanism for adaptive management. As project level insights are gained there will likely be a requirement to adapt project activities. A lack of flexibility of prescribed activities (presented in ProDoc) to adaptive management will result in inappropriate or diluted impacts to objectives. The high interdependence of components introduces risks through miscommunication between RP's or component owners. A single party may alter their approach due to communal level limitations, but this may influence the compatibility of combined outputs. The lack of implementer presence within the landscape risks continual visibility to communities. Although this may result in higher costs, the presence of a landscape level implementer is necessary to pull all the project components together. Continuity of project staff and key champion(s) of LDN cannot be fully guaranteed	4	2	Med	When describing activities, ensure the approach and considerations are clear and concise in the description however the activity wording should remain open ended and not fully prescriptive. Establish some form of adaptive management mechanism (TBD) Parties responsible for highly interdependent components should work closely together and have a decision structure that synchronizes organisations. The RP's will need to work closely together to ensure the realization of the combined vision. Perhaps there should exist a hierarchical management structure between RP's operating in the landscape (TBD). The project needs to ensure "landscape/community facilitator", preferably from community who understands politics and context, to operate within the landscape. Where possible, the RP should have presence within the landscape, at the very least regional offices.
INSTITUTIONAL Lack of buy in from community as to the proposed activities. Community members do not see the value of activities. Lack of interest of community member/s to drive ongoing SLM- This risks sustainability of the project	4	1	Med	Activities are developed, as far as possible, together with the community to ensure they have ownership Promotion must be done at the highest levels to ensure respect of promoter by community as well as ensure buy in from governance structures

Risk	Impact High:5 Low:1	Likelihood High:5 Low:1	Level	Possible Mitigation Measure
Communication with communities in the correct language to promote trust and understanding is vital				Community champions must be identified from an early stage and protocols should be put in place to ensure ongoing identification of appropriate champions Ensure all communication with communities is done in their native tongue (where reasonable)
CONTINUITY Introducing an RP into a region that has not worked in the region recently or before risks both consultation fatigue and mistrust with communities but also risks duplication of previous interventions	3	1		Ensure RP's with regional or community experience are weighted higher than RP's that do not have regional or community experience
IMPLEMENTATION The COVID-19 pandemic poses a risk to effective implementation of the project i.e. limited movement, group meetings and consultations	4	5	High	These risks faced by the project of the Covid 19 pandemic will be mitigated through guidance through the following: - South African National Regulations, Directions and Guidelines- Coronavirus COVID 19 - COVID Risk Analysis as per ESMF - Please see Section 9.4: COVID 19 Risk and Opportunity Assessment
INSTITUTIONAL Dependencies on partnerships with unions and commercial farmers. Partnership opportunities may drive dependencies and even opportunities for commercial farmers taking advantage of available land (this has happened before due to no contract)	2	2	Low	Ensure that when partnerships are formalized, it be done so through a contract which stipulates terms and conditions. This will discourage non-compliance and foster trust.
FINANCIAL FEASIBILITY The costs of an external implementer working in the Rietfontein region is high. Financial and temporal resources will be lost through transportation therefore reducing resources available for interventions.	2	2	Low	Ensure RP's that have the intention of establishing a presence within the landscape are weighted higher than RP's that do not have these intentions. Ensure RP's with more reasonable rates are weighted higher than RP's with higher rates

Risk	Impact High:5 Low:1	Likelihood High:5 Low:1	Level	Possible Mitigation Measure
The rates and costs proposed by RPs may risk the magnitude and impact of interventions.				
INSTITUTIONAL Dependencies on existing weak governance structures introduces major risks to the project.	3	2	Med	The project will establish a multi-stakeholder platform to ensure that key stakeholders and sectors can influence and benefit from project lessons through structured dialogue on mainstreaming of outcome.
INDICATORS The use of income as an indicator to the project may promote inappropriate allocation and use of income i.e. the appropriate use of income should be the indicator rather than the magnitude of income.	3	1	Low	Do not use income of enterprises for scale up as an indicator. Rather utilize indicators of reinvestment and growth i.e. assets or production
SUSTAINABILITY Once the project has been completed and the funding has stopped and key RP's pull out, there is a risk that all progress and activities towards long term SLM will cease	4	2	Med	Ensure RP's with long term interests in the landscape are weighted higher than RP's that do not have long term objectives. This will depend on the mandate of RP.
INSTITUTIONAL Communities, including the Groot Mier and Klein Mier communities, have been identified to have long standing historical grievances with one another. This reduces their willingness to work together.	3	2	Med	Ensure consultations and organization or communal groups is sensitive to these grievances. Explore mechanisms such as separate meetings or limited visibility of communal groups to attempt not to allow grievances to influence regional objectives.

4.7. Consistency with National Priorities and Plans

South Africa ratified the United Nations Convention to Combat Desertification (UNCCD) in September 1997 of which agreed to combat desertification and mitigate the effects of drought through national action programs that incorporate long-term strategies supported by international cooperation and partnership arrangements. Towards this goal there are key national policies and strategies of which the project aligns with.

The National Development Plan: Vision for 2030 (NDP), aspires to eliminate poverty and reduce inequality by 2030. As the primary economic activity in rural areas, the NDP identifies agriculture as having the potential to create 1 million jobs by 2030. The NDP recommends that: i) investment in water resources and irrigation infrastructure is increased where the natural resource base allows; ii) tenure of security is created for communal farmers; iii) support for innovative public-private partnerships should be encouraged; iv) investment in research and development for the agricultural sector should be promoted; v) skills development and training in the agricultural sector, including entrepreneurship training should be promoted and extended – this should include the training of a new cadre of extension officers that will respond effectively to the needs of small-scale farmers; and vi) innovative means for agricultural extension and training by the government in partnership with industries should be sought.

The National Action Programme (NAP) for combatting desertification was adopted in 2004 and seeks to protect and restore land resources, as well as promote awareness training and mitigation strategies. Aim of the NAP is to form linkages between sustainable development and efforts to combat desertification, whilst mitigating the effects of drought. The NAP seeks to harmonise a number of programmes and plans aimed at promoting SLM in South Africa. Implementation of the NAP requires a bottom-up approach, with a focus on municipal Integrated Development Plans (IDPs), to combat desertification

The Comprehensive Rural Development Programme (CRDP) reduces poverty in South Africa through the creation of sustainable rural communities. The Department of Agriculture, Land Reform and Rural Development (DALRRD) is tasked with facilitating integrated development and social cohesion through partnerships with all sectors of society. The CRDP implements broad-based agrarian transformation and diversification of the rural economy. The success of this programme is dependent upon the participation of national and sub-national government and relevant stakeholders, including the local communities. Communal ownership and the effective contribution of local communities is integral to the sustainability of the CRDP.

The Agrarian Transformation Strategy is integral to the success of the CRDP. This strategy focuses on three key areas; i) sustainable land and agrarian transformation; ii) rural development; and iii) land reform based on restitution, redistribution and land tenure reform. Moreover, the strategy seeks to increase agricultural development and enhance the local economy. Thereby ensuring food security, dignity and improved rural livelihoods. The optimal and sustainable use of natural resources and appropriate technologies is also vital to the success of rural development. As is the ownership of projects and programmes through community buy-in. The project is aligned with the following key priorities of the strategy: i) improve productivity in land reform projects; ii) improve corporate governance and enhanced service delivery; and iii) implement proper change management and innovation strategies.

The LandCare programme is a government supported and community-based approach to the sustainable management and use of agricultural natural resources. The overall goal of the programme is to optimise productivity and sustainability of natural resources thereby increasing: i) productivity; ii) food security; iii) job creation; and iv) a better quality of life.

Additional relevant documents include the following:

- DALRRD's White Paper on Agriculture which lists the following agricultural policy goals: i) developing a new order of economically-viable, market-directed commercial farmers, with the family farm as the basis; ii) broadening of access to agriculture via land reform should be enhanced by adequate agricultural policy instruments and supported through the provision of appropriate services; iii) financial systems should focus on the resource-poor and beginner farmers, enabling them to purchase land and agricultural inputs; iv) trade in and marketing of agricultural products should reflect market tendencies; v) agricultural production should be based on the sustainable use of natural agricultural and water resources; and vi) developing agriculture's important role in the regional development of southern Africa and other countries.
- The National Biodiversity Economy Strategy (NBES) sets out a framework and plan of action for the conservation and sustainable use of South Africa's biological diversity, as well as equitable benefit sharing from the use thereof. To ensure conservation and sustainable use of biodiversity, the NBES focuses upon mainstreaming and integration, institutional effectiveness, co-operative governance and partnerships.

4.8. Project Alignment with IUCN Programme

The project aligns with the overall goals of the GEF7 Land Degradation (LD) Focal Area by promoting progress towards Land Degradation Neutrality (LDN) targets under the United Nations Convention to Combat Desertification (UNCCD) and the implementation of the UNCCD 2018-2030 strategy. The project contributes to the achievement of the SDG target 15.3. Target 15.3 reads as *"By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods and strive to achieve a land degradation neutral world."* The project addresses all four of the focal area investments:

1. Integrated land management and restoration of degraded production landscapes;
2. Sustainable management of dryland landscapes;
3. Diversification of crop and livestock systems; and
4. Creating and enabling environment to support LDN target implementation.

In line with the LD Focal Area, the project will support improved assessment of land degradation, establishment of the landscape approach for integrated ecosystem management and scaling up of innovative approaches. The project will build on South Africa's LDN target setting work and use LDN indicators to guide progress. Strengthening access to finance and technical assistance for farmers and small, micro and medium-sized enterprises (SMMEs) to promote innovative agriculture and improved livestock production systems will be supported. The project potentially contributes to both LDN objectives:

- Objective 1: Support on the ground implementation of SLM to achieve LDN. The project will strengthen governance and mobilise finance to support scaling-up of validated good SLM practices in communal lands.
- Objective 2: Creating an enabling environment to support voluntary LDN target implementation. The project will strengthen local government institutions to enable management of communal lands and will develop knowledge and build capacities for informed planning and action on the ground.

The project forms part of IUCN's Global Drylands Initiative (GDI). The main goal of the GDI is to restore, sustainably manage and protect dryland ecosystems for multiple environmental, economic and social benefits. The GDI is aligned with Goal 2 of the overall Ecosystems Management Programme: Adapting ecosystem management for threatened and neglected ecosystems. The GDI has three strategic priority areas:

- Result Area 1: Evidence-based targeting of dryland restoration and sustainable management.
- Result Area 2: Improved governance for sustainable land management.
- Result Area 3: Scaling up dryland restoration through policy and investment.

4.9. Incremental Cost Reasoning

4.9.1. Baseline or Business-as-usual Scenario

South Africa has a number of strong SLM initiatives with considerable experience, capacity and good experiences that can be made available to communal lands and other marginal areas. Good practices in SLM have been successfully tested, but they have not been sufficiently adapted to the unique conditions of communal lands. Often, the adoption of these SLM practices on communal lands is hampered by tenure security, local governance and capacity among land managers. When localised initiatives have been successful in strengthening community level planning and coordination, they remain scattered and are unable to be scaled up.

While good SLM practices and governance are key to success, a key component often missing is the lack of access to finance. Generally, farmers in the project areas have depressed agricultural productivity, limited access to markets and agricultural finance. Innovative finance mechanisms are available in South Africa, but the current conditions in communal lands do not present an attractive investment proposal. Access to finance are important for the scaling up of SLM, strengthening of value chains and improving incomes from sustainable natural resource management. In addition, access to financial services can be an important incentive for the mobilisation of communities to strengthen local governance institutions that can act as an intermediary for accessing financial services to strengthen prioritised value chains.

Without the GEF investment land degradation processes will continue to affect the communal lands an land degradation trends will continue due to the following challenges: 1) weak community governance and tenure, 2) poor institutional coordination, 3) low capacities, resources and awareness for SLM, 4) weak penetration of financial services, 5) inadequate policies, 6) under-developed value chains for multiple ecosystem services and 6) insufficient data and access to data. Under these conditions, South Africa is unlikely to reverse land degradation and will most likely not meet its LDN targets. The country will continue to see land degradation which will contribute to food and water insecurity, biodiversity loss, loss of ecosystem functionality and subsequent loss of ecosystem services, and exposure to climate

change vulnerability through the release of greenhouse gases. The combination of these factors will impact negatively on rural livelihoods and economic development of the target areas as well as wider societal and environmental global benefits.

4.9.2. Incremental Reasoning

In order to move from the baseline scenario to the proposed alternative scenario, the project will need to overcome the main barriers outlined in Section 4.3.3: lack of data, capacity gaps, access to finance, coordination and institutional weaknesses, natural resource governance failures and land tenure challenges.

With the GEF investment, SLM will be adopted and mainstreamed on communal lands, capacities and institutions will be strengthened, land managers and their supporters i.e. extension officers will have stronger capacity to implement SLM based on access training and area specific guidelines and communities will be able to implement restoration and SLM actions to localise existing good practices. A knowledge based online SLM good practice framework will be developed to facilitate the transfer of knowledge to communities and government officials. The framework will build upon the current baseline to assist land-users to better understand the implications and options regarding SLM practices. Monitoring efforts will assist stakeholders to better understand the positive and negative effects of specific land use decisions.

Strengthening governance mechanisms at different levels is key to the success of the project. At municipal and provincial level, mechanisms will be established and strengthened for landscape planning, embedding participatory approaches into planning to improve the prioritisation of actions. This will be achieved in part by the development of an SLM Land Management Plan (LMP) developed at a local level. At a community level, the capacity for natural resource governance will be built through organisational support to land management groups and through the application of appropriate governance tools such as community resource agreements. At either a traditional authority (in Limpopo) or commonage scale (in the Northern Cape), Participatory Rangeland Management Plan (PRMP) will be developed to improve capacity of land management groups.

The GEF incremental investment will allow for the development of innovative financing options such as incentive based sustainable management of rangelands and community SLM funds. These mechanisms will stimulate and diversify livelihood options in the communal lands. Emphasis will be placed on the development of local livestock value chains and investment of SMMEs. Furthermore, secondary goods and environmental services such as medicinal plants and protection of water cycles will be incentivised to diversify rural income streams. The development of sustainable business plans will lead to increased partnerships and investment between the private sector and communal enterprises. Component 3 of the project will focus on linking farmers to markets through development of prioritised value chains (based primarily on livestock) to increase opportunities for livelihood adaptations in drylands. The project will forge a platform from where SLM can be scaled up to a local and regional level. Component 1 and 2 will provide an enabling environment and Component 3 will facilitate the operation of incentive pathways that provide opportunity for investments and ongoing implementation long after project closure.

The results of the innovative funding at the target sites will be shared with other regional initiatives through the GEF incremental funding. Existing financing programmes and activities such as the Sub-

Regional Action Programme to Combat Desertification in Southern Africa (SRAP) will benefit from the innovative financing mechanisms developed in this project.

As noted in the baseline discussion, South Africa does have a strong policy framework for the promotion of SLM practices, but these don't adequately enable equitable outcomes. The GEF incremental investment will address this gap through mainstreaming SLM at a regional level based on validated national policies and practices. This will support the attainment of LDN targets. The GEF funding will promote scaling up of good practices in SLM and effective management of dryland ecosystems at the suitable geographic scale.

4.10. Sustainability

The focus of this project is to have a large-scale impact in the grazing lands in South Africa. The project is designed specifically to improve the long-term SLM and sustainability of South Africa's landscapes at risk.

4.10.1. Financial and Economic Sustainability

Financial sustainability is often a risk for a project of this scale. This is especially a risk within a country that is often faced with budgetary constraints in marginalised areas with weak economic wellbeing, such as the targeted implementation areas.

The project aims to maximise the potential for financial sustainability through the approach to project design in numerous ways. Firstly, the project has been designed to align with the needs and desires of government agencies. Project interventions have furthermore been designed within the lines of existing institutional processes and have, where possible, incorporated existing legislative mechanisms. The project will therefore act as a "booster" for getting the ball rolling when mainstreaming SLM across South Africa, to be absorbed by the appropriate agencies after project closure.

Secondly, as identified in the risk assessment, responsible parties have been prioritised based on their long-term goals and interests in participating in project implementation. Where possible, where a RP has longer term interests to remain in the landscape supporting SLM after project, these have been proposed as key to project financial and economic sustainability.

Thirdly, component 3 focusses on establishing key financial mechanisms that are not limited by project duration, but rather will provide scalable long-term investment support/incentives/opportunities to enterprises that are driven or that benefit from improved land condition through SLM. Land users will be empowered through unlocking financial enablers to continue long term investment into land resources thus maintaining SLM in both target regions.

The project has been designed to maximise the maintenance of SLM through investment activities following project end. A fundamental contribution the project will make to this financial sustainability is the establishment of the following:

- Financial mechanisms that drive continued investment into SLM, including those potentially provided by project partners such as Wilderness Foundation (Innovative SLM Finance Mechanism).
- Investments made into validated priority value chains through targeted investment and establishment of mechanism that incentivize ongoing SLM through market access (Meat

Naturally) and unlocking opportunities towards developing financial capacity and partnerships (Potential local partners including KLK, Commercial Farmers Unions and Afrivet).

- Provide opportunities for microfinance through small-grants programs (Potential partners including EWT, CSA, MeatNaturally) and financial capacity training and business case development towards submitting investment proposals to established financial institutions (Such as NERPO and LandBank).

The approach is specifically designed to remain scalable ensuring efforts to mainstream the mechanisms to larger regional landscapes are realised.

4.11. Institutional Sustainability

Strengthening and supporting the ability of governance systems to sustainably support the long-term mainstreaming of SLM in South Africa is a priority of the project. Likewise, the project provides communities with scalable management and financial mechanisms, training and tools required for sustainable continuity after project closure.

Through designed interventions, the project will positively affect institutions on the national, provincial and local levels. Institutions will be provided assistance to build their capacities regarding policy, planning, and financial approaches towards SLM. This is one of the fundamental aspects of the project's design. By project close, best practices will be fully mainstreamed within relevant agencies. Furthermore, capacity building efforts will strengthen national, provincial and municipal policy frameworks to alleviate current institutional inconsistencies and gaps.

Direct capacity building of communities, extension services and various support structures will take place through training programmes during project implementation and carried forward post-project by strengthened institutions. Indirect capacity building will result from the implementation of various project activities. Project efforts focus largely upon providing institutions with the tools required for long-term integrity and coordinated efforts.

4.12. Replication

The replicability of this project is vitally important when mainstreaming the outcomes of such a project. The components have been designed to allow for scaling up and use across a variety of landscapes and communities in line with SLM principles. Through the four components of this project a clear flow of activities is laid out which can be used to guide future interventions.

Component one and two will lay the groundwork for developing models towards improving SLM in the regions. These models have been designed to ensure compatibility with typical institutions at local, regional and national levels. The focus is on compatibility in a South African context however the principles are replicable and scalable across SADC. The models specifically focus on building capacity (across sectors) and the creation of structures and mechanisms which aid in the gathering and sharing of information and facilitating a SLM governance framework that is conducive to SLM replication and scale-up. Component three will establishes a suite of financial mechanisms that ensure the ongoing maintenance of outcomes, and by design, is scalable and therefore replicable throughout the greater region. Component three will achieve this through developing the following:

- An innovative finance mechanism (Wilderness Foundation) focusing on grazing lands that facilitates investment flow into improved SLM. This may initially be specific to Northern Cape

and Limpopo; however, efforts will be made to ensure the mechanism can be applied to larger contexts.

- An incentive-based market access mechanism (Meat Naturally) that has been tested and proved to operate across a variety of landscapes across SADC.
- An SLM specific small grants mechanism.
- Working partnership models between the target communities (land users, community members, commonage land users and emerging farmers) and private sector role players (Such as local co-operations, commercial farmers unions, Afrivet). Locally developed partnership models risk replicability however lessons learnt will be shared to ensure flow of knowledge into regional initiatives.
- Develop financial capacity and business case development towards submitting investment proposals to established financial institutions. This will be done through local (Meat Naturally) but also national institutions (LandBAnk and NERPO) to ensure the impacts remain scalable.

Component four is specifically aimed at scaling up lessons learnt. The component shares outcomes and lessons learnt at the local scale into governance and non-government structures at provincial and national scales towards maximising impacts of the project and progress towards mainstreaming SLM.

4.13. Communication and Knowledge Management

The project will through component one and the established Knowledge Management Platform and component 2 the development of implementation plans for both communities and improved governance will capture, generate and distribute knowledge.

This knowledge is exchanged in different ways including through training of Stakeholders on the multiple benefits of improved SLM. This will occur through stakeholder dialogues, through peer to peer knowledge exchange and through organization of stakeholder discussions to present lessons and SLM practices to decision makers in government decision-makers, community leaders, civil society groups and other stakeholders.

Component 4 focusses on the direct distribution of all lessons learns, outcomes and results at a variety of levels. Under Component 4, the project will design appropriate learning and policy dialogue forum to raise awareness among stakeholders on policies and practices that foster LDN attainment, and documentation, exchange visits, policy discourse and outreach at different levels in South Africa. Other related documentation at global level, including global rangeland assessment by IUCN. Under this component, the project it will convene public fora to communicate project lessons and recommendations, with the goal of influencing national and local policy implementation in order to sustain project actions that are well aligned to LDN.

4.14. Environmental and Social Safeguards

In accordance with the IUCN Environmental and Social Management System (ESMS) the project has been screened on environmental and social risks. The screening report is attached in appendix 9.10. The main conclusions are the following:

The project aims to mainstream Sustainable Land Management (SLM) in the communal grazing lands of Limpopo and Northern Cape province. The project will be implemented at two target landscapes: the Fetakgomo-Thubatse and Makhuduthamaga Local Municipality in the Limpopo Province and the Dawid

Kruiper Local Municipality in the Northern Cape Province (NC). Within these landscapes the project will support the development of communal-level Participatory Rangeland Management Plan (PRMP), the formalisation of Rangeland/Biodiversity Stewardship Agreements and the implementation of concrete SLM interventions on key rangelands – focusing on two intervention sites: Rietfontein in NC and the Mphanama Village in Limpopo. These interventions should be scaled up through integration of SLM into various levels of developmental planning; this includes capacity building on SLM and the development of landscape level Sustainable Land Management Plans (SLMP). The project will further incentivise SLM by facilitating improved access to markets and finance for scale-up. This includes funding community validated priority value chains, financial capacity training and business case development towards submitting investment proposals to established financial institutions and providing opportunities for microfinance through small grants programmes.

The sites and the actual SLM actions will be influenced by the landscape level Sustainable Land Management Plans (SLMP) and will be decided when developing the community level implementation plans (PRMP) and the community level Rangeland/Biodiversity Stewardship Agreements. All three of these mechanisms are inclusive and participatory stakeholder processes facilitated by the project; hence, the actual SLM actions will only be known during the project. The focus of these SLM interventions will be on supporting softer interventions such as management approaches (improved water, veld erosion management), though it is likely that hard interventions (construction and physical transformation) will be required in areas with significant degradation.

The selection of the value chains will be based on the outcomes of the profiling of value chains against the identified SLM and of a capacity assessment. Hence, although likely to include fodder production, meat and hide production but also non-livestock sectors, the final value chains to be supported are not known at this stage.

The small grants program (SGP) will focus either on those livelihoods that drive improved SLM (e.g. fodder/ meat/ skins/ bone-meal/ para-veterinary services) or else benefit through the improved SLM (i.e. increased production or tourism related products to promote value chain activities and SLM practices).

Because all these interventions (SLM action, value chain activities and activities supported by the SGP) will only be defined and their planning finalized during the project, it is not possible to judge potential environmental or social adverse impacts of these interventions at this stage. These interventions are therefore referred to as sub-projects and an Environmental and Social Management Framework (ESMF) has been developed that serves as guidance for ensuring that these sub-projects – once defined - will be assessed on potential environmental and social impacts and appropriately managed, in line with the requirements of the IUCN Environmental and Social Management System (ESMS) and with the GEF Safeguard policies. The project executing partners and the project management unit (PMU) will follow this ESMF to ensure environmental and social risks of sub-projects are identified and appropriately assessed, and management measures are in place prior to the implementation of the relevant project activities. The ESMF will be publicly disclosed via electronic links on the website of the Accredited Entity (IUCN) and the Executing Agencies (DEFF and DALRRD).

Despite activities and sites of the sub-projects not having been defined, a preliminary screening has been carried out and provided the following results: The Standard on Involuntary Resettlement and Access Restrictions is not triggered as the SLM interventions and potential restrictions will be decided by the resource users and rights holders themselves in their interest of securing sustainable use of the

land. Further details of the analysis are provided in section C1 of the ESMS Questionnaire in the Annex of the ESMS Screening Report for details (appendix 9.10). However, the project should ensure and monitor the voluntary nature of such decisions. Second, because it is not unlikely that such restrictions might affect vulnerable groups an assessment of social risks is required in each of the two intervention sites and, if negative impacts are confirmed, mitigation measures are needed. The need to analyse and address these risks is covered in the ESMF under the guidance on Risks to Vulnerable Groups.

The Standard on Indigenous People is not triggered either. The Limpopo project site does not account for the presence of ethnic groups that considered indigenous. While the Northern Cape province does comprise indigenous groups (Khomani San), their territory does not overlap with the actual SLM intervention site. And while the SLM-based landscape planning process would cover areas where the Khomani San tribes are present, it is acknowledged that the SLMP's will not be relevant for land of the Khomani San tribes as this is registered as a Community Property Association (CPA) and not commonage land. It was therefore decided that the Standard is not triggered at neither the SLM interventions nor the SLM Plans would affect the rights, livelihoods, cultural identity, values or practices of the Khomani San. See section C2 of the ESMS Questionnaire for details (appendix 9.10).

The Standard on Cultural Heritage is triggered, however potential impacts are not very likely, precautionary measures should be described in the ESMF. Details can be found in section C3 of the ESMS Questionnaire.

The Standard on Biodiversity and Sustainable Use is triggered as the it cannot be excluded that sub-projects might promote or require the use of herbicides or other biocides to control livestock parasites or invasive species. The ESMF to guide the Screening of sub-projects on the need to adhere with the IUCN ESMS Guidance note on Pest Management and the potential need to trigger the development of a pest management plan. Although water infrastructure provided by the project will be small scale, risk for water dynamics or water flows through extraction, diversion or containment of surface or ground water cannot be excluded and the ESMF will need to provide control and mitigation measures. The ESMF should further guide the selection of species for SLM interventions and ensure that no potentially invasive, non-indigenous species are used or promoted (including the common non-native plant species Prosopis *spp*.). For details see section C4 of the Screening Questionnaire.

Other social risks have been identified in section B1-5 of the Screening Questionnaire and gender risks and risks of affecting vulnerable groups are preliminarily assessed as moderate. While a gender action plan provides measures for ensuring gender-responsiveness, risk have been identified due to the prevalence of gender based violence in the project sites posing a threat to active participation in project activities and land management in general. Risks for vulnerable groups are primarily linked to changes in land use and potential livelihood impacts from use restrictions. The sub-project screening and the site-level vulnerability analysis will need to assess the likelihood and magnitude of such risks and negative impacts need to be mitigated. Community health and safety and labour and working conditions present only minor concerns. All social risks have been addressed in the ESMF with clear guidance.

Environmental risks are considered as minor (see section B6 of the Screening Questionnaire for details), but measures for risk prevention, in particular related to value chain activities, have been included in the ESMF.

5. INSTITUTIONAL FRAMEWORK AND IMPLEMENTATION ARRANGEMENTS

5.1. National Decision Making and Planning

The Department of Environment, Forestry and Fisheries (DEFF) is the execution partner on behalf of the Government of South Africa and will work closely with the Department of Agriculture, Land Reform and Rural Development (DALRRD). The IUCN will be the GEF implementing agency responsible for project oversight, supervision and the provision of technical guidance. The United Nations Environment Programme (UNEP) will assist in the execution of the project.

The project will be implemented by the IUCN who will be responsible for the efficient and effective use of project resources and the achievement of project goal, objectives and outcomes according to the approved work plan and budget. Day-to-day operational oversight will be ensured by DEFF and UNEP and will maintain the project budget, project expenditure, contracting of project personnel, experts and subcontractors, carrying out procurement and other project related activities.

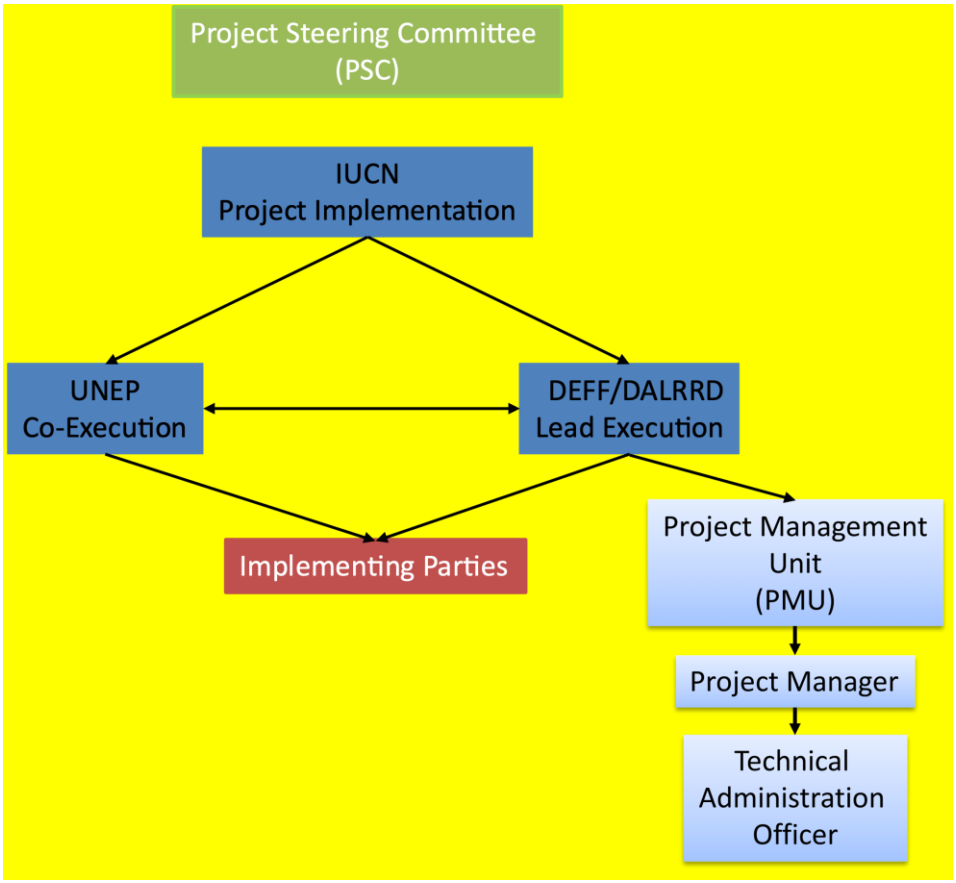
Specific technical outputs will be delivered by the responsible parties in each of the two target sites. DEFF, IUCN and IUCN will enter into agreements with each of the responsible parties for the delivery of specific outputs. Responsible parties will be selected via an open tender system in order to provide equal opportunity to service providers.

Since the project is a full-sized project involving the coordination of substantial stakeholders across two different locations, a small Project Management Unit (PMU) will be setup to implement the project. The PMU will be composed of a Project Manager who will also be responsible for coordinating the delivery of technical outputs and supported by a Technical Administration Assistant. The Technical Administration Assistant will be further responsible for the development and monitoring of project safeguards and gender considerations. The PMU will be housed within either the DEFF or UNEP.

5.2. Project Coordination and Management

The duration of the project will be five years. The project will comprise the following management, oversight and coordination structures:

1. *The Project steering Committee (PSC):* The PSC will have strategic decision-making non-executive powers and will be composed of representatives of the key project partners, and relevant stakeholders. IUCN, UNEP and DEFF will be responsible for formerly coordinating the appointment of the PSC members and ensure equitable representation of relevant institutions in the project decision making structures.
2. *The Project Management Unit (PMU):* The PMU will be responsible for directing, supervising, monitoring and evaluation and coordinating project implementation and will be located within UNEP or DEFF offices.



5.3. Procurement Plan

Attached in the Budget Worksheet.

6. STAKEHOLDER ENGAGEMENT AND PARTICIPATION

The stakeholder analysis is represented in Table 3-8 and key meetings to date in Table 6-1. Please note direct consultations have not been included in the list. It must be noted, the stakeholder consultation process, especially the ability to conduct group consultations of communities and site-specific stakeholders was impacted by the unforeseen effects of the COVID 19 global pandemic. This limitation was mitigated through having discussions with community representatives and ensuring any risks were captured in the attached ESMF.

Table 6-1: Key meetings held to date in the project design phase

Consultations (place and date)	Organizations represented	Number of participants	Form/methodology of consultation	Issues discussed and outcomes of discussion (including how it influenced project design)
IUCN Offices 25-09-2019	DEFF, IUCN	6 (3F:3M)	Face to face discussion	Introduction and way forward. Discussion on the process for project design, stakeholder engagement and timelines.
DALRRD Offices	DADLRRD	4 (1F:3M)	Face to face discussion	Introduction to LandCare and ID additional key personnel for ongoing consultations.
DALRRD Offices	DADLRRD	6 (1F:5M)	Face to face discussion	Discussion on key issues, drivers and focus of the PIF. The discussion surrounded the general approach to unpacking project requirements, stakeholder consultations and developing the Theory of Change towards identifying activities.
IUCN Offices 31-10-2019	IUCN, CSA	5 (1F:4M)	Face to face discussion	Introduction, discussions and way forward. The discussion focussed on unpacking where CSA may support the project and their experience with similar projects in a South African Landscape. Discussions around the approach to landscape level practicalities of project design were valuable.
Sekhukune District 9-12-2019	LDARD, DEFF, DALRRD	17 (9F:8M)	Presentation during LDARD General Meeting	Introduction. Process Contact and Site visits. Sensitising the governance structures of the project design and approach.
Upington 12-12-2019	NCDALR, DEFF, DALRRD	6 (2F:4M)	Presentation to NCDALR	Introduction. Process, Contact and Site visits.

Consultations (place and date)	Organizations represented	Number of participants	Form/methodology of consultation	Issues discussed and outcomes of discussion (including how it influenced project design)
Pretoria 29-01-2020	NCDALR, DEFF, DALRRD, LDARD, IUCN,	21 (10F:11M)	Inception Workshop	Inception validation
Pretoria 7-02-2020	UNDP	4 (2F:2M)	Face to face discussion	Alignment with GEF 5 SLM project
Pretoria 14/02/2020	CSIR	3 (3M)	Face to face discussion	Alignment with GEF 5 SLM project
Polokwane 17-02-2020	IUCN, DALRRD, LDARD (Sekhukhune), DAFF,	13 (4F:9M)	Site validation and baseline workshop	Site validation, baseline data investigation, community and stakeholder identification. The discussions focussed on baseline determination and barrier analysis. The discussion explored various limitations and barriers faced within the Limpopo target region. The discussion was extremely fruitful producing valuable insights into the current state of SLM at site, community and governance levels.
Mphanama Village 18-02-2020	IUCN, LDARD, Ward 37 councillor, community members	20 (11F:9M)	Meeting with key community representatives and ward councillor in traditional offices	Introduction of the project, overview to key community members. Comprehensive discussions on regional baseline in terms of stakeholders, projects and activities, potential challenges and way forward. Review and validation of focal regions. Key discussions on the drivers of land degradation and barriers to SLM were had together with the key community representatives
Makhuduthamaga Village 18-02-2020	IUCN, LDARD, Ward 29 councillor, community members	20 (5F:15M)	Meeting with local cattle grazers, ward councillors and extension officers in the ground in Makhuduthamaga Village	Introduction of the project, overview and discussion into baseline. Key discussions on the drivers of land degradation and barriers to SLM were had together with the key community representatives

Consultations (place and date)	Organizations represented	Number of participants	Form/methodology of consultation	Issues discussed and outcomes of discussion (including how it influenced project design)
NERPO Offices 29/02/2020	NERPO	3 (1F:2M)	Face to face discussion	Introduction, discussions and potential involvement in the project with Dr Florence Nherera-Chokuda
NCDALR Upington Offices 09-03-2020	IUCN, DALRRD (CARA), NCDALR, Dawid Kruiper LM, DEFF (NC-NRM), LandCare (DALRRD)	10 (4F:6M)	Site validation and baseline workshop	Introduction of the project, overview. Comprehensive discussions on regional baseline in terms of stakeholders, projects and activities, potential challenges and way forward. Review and validation of focal regions. The discussion was extremely fruitful producing valuable insights into the current state of SLM at site, community and governance levels.
Dawid Kruiper LM (Rietfontein) 10-03-2020	IUCN, DALRRD (CARA), NCDALR, Dawid Kruiper LM (Commonage Management), DEFF (NC-NRM), LandCare (DALRRD)	9 (4F: 5M)	Meeting of introduction to local commonage managers and municipal structures in the Rietfontein commonage region.	Introduction of the project, overview and discussion into baseline, site visits and validation of key receiving areas and communities Thorough discussions on the drivers of land degradation and barriers to SLM were had together with the commonage manager Mr Ivan van Wyk.
Telephone 25/03/2020	DALRRD, PA	2 (2M)	Telephone discussion	Discussion with Klaas Mampholo towards validation of activities and identification of RP's.
Numerous discussions – First Online 30/03/2020	UNDP	4 (1F/3M)	Online discussion to ensure alignment with ongoing GEF project	Discussion with Lehman Lindeque to ensure alignment, sharing of lessons learnt and approach with ongoing GEF 5 project. General approaches and limitations were shared and provided valuable inputs towards steering practical interventions in activity development for target landscapes.

Consultations (place and date)	Organizations represented	Number of participants	Form/methodology of consultation	Issues discussed and outcomes of discussion (including how it influenced project design)
Online 3/04/2020	LandBank	2 (2M)	Online discussion to identify potential role in project	Discussion to identify possible opportunities for partnerships and development of financial mechanisms to be implemented during the project.
Numerous discussions – First 29/04/2020	Meat Naturally	3 (1F:2M)	Online discussion to identify potential role in project	Meat Naturally are implementers of extension services- Provide meat-based incentives to complying communities for SLM. The discussions were all based on potential partnerships with Meat Naturally towards implementing their model within project landscapes. Meat Naturally are willing provide implementation services of their market access model towards achieving sustainable project outcomes.
	University of North West	2 (2M)	Telephonic discussion	Consulted with Prof. Klaus Kellner who has extensive knowledge of working in the Northern Cape region and represents an eager and willing potential partner to the project.
Numerous discussions – First Online 06/05/2020	EWT	4 (1F:3M)	Online discussion to identify potential role in project	Discussion to identify possible opportunities for partnerships and potential implementation modalities. Approaches and potential interventions were shared and discussed towards improving their validity and ensuring practicality and sustainability in the landscape. EWT are willing and eager partners for the project.
Online 02/06/2020	DALRRD, DEFF, IUCN, PA	11 (3F:8M)	Online discussion	Workshop to validate draft activities and discuss targets and scale, co-financing and institutional arrangements. The outputs were the acceptance of the approach to the activities with some revisions in terms of wording and aligning with objectives.
Numerous discussions – First Online 11/08/2020	Wilderness Foundation	2 (1F:1M)	Online discussion to identify potential role in project	Discussion to identify possible opportunities for partnerships and development and implementation of Wilderness Foundation's innovative finance mechanism to be implemented during the project. Wilderness Foundation are eager and interested partners.
Numerous discussions Telephone 12/08/2020	Mier and Rietfontein Commonage	2(2M)	Telephonic discussion	Discussion with Mr Ivan Van Wyk as a commonage representative about land rights, governance processes, land tenure arrangements and the ongoing TRANCA process

Consultations (place and date)	Organizations represented	Number of participants	Form/methodology of consultation	Issues discussed and outcomes of discussion (including how it influenced project design)
Telephone 13/08/2020	Mphanama Region	2 (2M)	Telephonic discussion	Discussion with Mr Alpheus Ntlane the Sekhukhune LandCare representative about Land Tenure agreements between community members and Traditional Authorities and their modalities, barriers, limitations and opportunities.
Numerous discussions-Online 09/09/2020	DEFF, DALRRD, IUCN, PA, UNEP	(5F:7M)	Online discussion	Discussion on the implementation modalities of the project, budget and opportunities for partnerships
16/09/2020	Afrivet	2 (2M)	Online discussion to identify potential role in project	Consulted with to share the project and explore potential partnerships. Afrivet are interested to be partnerships. Unpacked what Afrivet can provide the project in terms of partnership opportunities
18/09/2020	KLK Co-Operation	2 (2M)	Online discussion to identify potential role in project	Consulted with to share the project and explore potential partnerships. They are interested to discuss partnerships once project is being implemented. They are aware that as a key player in the agricultural and land management value chain in the NC region they can provide valuable platform for practical implementation and streamlined activity logistics. The discussion will need to take place with the Division Manager of Livestock, Meat and Abattoirs who heads up the work done with communal and emergent farmers.

The Stakeholder Engagement Plan (SEP) describes how stakeholder groups will be further engaged throughout project implementation in order to ensure that their views and concerns are heard and taken into account, foster constructive work relationships as well as more generally sharing of information and facilitating understanding.

The goals of the SEP are as follows:

1. To establish a systematic and inclusive approach to stakeholder engagement to build and maintain a constructive relationship with project beneficiaries and project affected parties throughout the project life-cycle.
2. To create an enabling environment that allows project beneficiaries and project-affected parties to exercise their rights about the project, and to influence project design and environmental and social performance.

3. To provide key stakeholders with appropriate project information on environmental and social risks and impacts in an understandable, transparent, and appropriate manner which enables stakeholders to make informed choices.
4. To provide project beneficiaries and project-affected parties with accessible and inclusive means to raise concerns before grievance build ups, and allow the PMU to effectively respond to concerns raised in a comprehensive manner.

The Plan is considered an indicative and will be reviewed and fine-tuned during the inception stage. It will be updated on an annual basis.

Table 6-2. Stakeholder Engagement Plan

Stakeholder (SH)	Purpose of Engagement	Mechanism / Process of Engagement	Responsible Entity	Resources	Frequency and Timing	Capacity for Remote Consultations
Government Agencies (National, Regional, Local)						
Department of Environment, Forestry and Fisheries (DEFF)	-DEFF is the principal national agency and contact point for the project -Engagement due to converging project outcomes and objectives with the departments mandate.	-Participation in Annual project forum (A4.4) -Participation in SLM multi-stakeholder platform (A4.5) -Participation in project steering committee -Participation in project inception phase -Ad-hoc Consultation -Co-financing agreement -Engagement for consultations during the following activities: A2.11; A4.1; A4.3) -Capacity development during the following activities: A1.1; A2.2; A2.12	-PMU	-Co-Financing -Project Grant	-Annual Forum -Annual SLM Multi-Stakeholder Forum -Annual Meeting (Steering Committee) -Inception Phase of project implementation -Engagement as and when activities concerning the stakeholder are being implemented	Yes
Department of Agriculture, Land Reform and Rural Development (DALRRD)	-DALRRD is the partner national agency and contact point for the project -Engagement due to converging project outcomes and objectives with the departments mandate.	-Participation in Annual project forum (A4.4) -Participation in SLM multi-stakeholder platform (A4.5) -Participation in project steering committee -Participation in project inception phase -Ad-hoc Consultation	-PMU	-Co-Financing -Project Grant	-Annual Forum -Annual SLM Multi-Stakeholder Forum -Annual Meeting (Steering Committee) -Inception Phase of project implementation	Yes

Stakeholder (SH)	Purpose of Engagement	Mechanism / Process of Engagement	Responsible Entity	Resources	Frequency and Timing	Capacity for Remote Consultations
		-Co-financing agreement -Engagement for consultations during the following activities: A2.11; A4.1; A4.3) -Capacity development during the following activities: A1.1; A2.2; A2.12			-Engagement as and when activities concerning the stakeholder are being implemented	
Northern Cape Department of Agriculture and Land Reform (NCDALR)	-Engagement due to converging project outcomes and objectives with the departments mandate.	-Participation in Annual project forum (A4.4) -Participation in SLM multi-stakeholder platform (A4.5) -Participation in project steering committee -Participation in project technical meeting -Participation in project inception phase -Ad-hoc Consultation -Co-financing agreement -Engagement for consultations during the following activities: A2.4; A2.5; A2.11; A3.4; A3.5; A4.1; A4.3) -Capacity development during the following activities: A1.1; A2.2; A2.12	-PMU	-Co-Financing -Project Grant	-Annual Forum -Annual SLM Multi-Stakeholder Forum -Annual Meeting (Steering Committee) -Monthly Meeting (Technical meeting) -Inception Phase of project implementation -Engagement as and when activities concerning the stakeholder are being implemented	Yes
Northern Cape Department of Environment and Nature Conservation (DENC)	-Engagement due to converging project outcomes and objectives with the departments mandate.	-Participation in Annual project forum (A4.4) -Participation in SLM multi-stakeholder platform (A4.5) -Participation in project inception phase -Ad-hoc Consultation -Co-financing agreement -Engagement for consultations during the following activities: A2.11; A4.1; A4.3)	-PMU	-Co-Financing -Project Grant	-Annual Forum -Annual SLM Multi-Stakeholder Forum -Inception Phase of project implementation -Engagement as and when activities concerning the stakeholder are being implemented	Yes

Stakeholder (SH)	Purpose of Engagement	Mechanism / Process of Engagement	Responsible Entity	Resources	Frequency and Timing	Capacity for Remote Consultations
		-Capacity development during the following activities: A1.1; A2.2; A2.12				
Limpopo Department of Agriculture and Rural Development (LDARD)	-Engagement due to converging project outcomes and objectives with the departments mandate.	-Participation in Annual project forum (A4.4) -Participation in SLM multi-stakeholder platform (A4.5) -Participation in project steering committee -Participation in project technical meeting -Participation in project inception phase -Ad-hoc Consultation -Co-financing agreement -Engagement for consultations during the following activities: A2.4; A2.5; A2.11; A3.4; A3.5; A4.1; A4.3) -Capacity development during the following activities: A1.1; A2.2; A2.12	-PMU	-Co-Financing -Project Grant	-Annual Forum -Annual SLM Multi-Stakeholder Forum -Annual Meeting (Steering Committee) -Monthly Meeting (Technical meeting) -Inception Phase of project implementation -Engagement as and when activities concerning the stakeholder are being implemented	Yes
Limpopo Economic Development, Environment and Tourism (LEDET)	-Engagement due to converging project outcomes and objectives with the departments mandate.	-Participation in Annual project forum (A4.4) -Participation in SLM multi-stakeholder platform (A4.5) -Participation in project inception phase -Ad-hoc Consultation -Co-financing agreement -Engagement for consultations during the following activities: A2.11; A4.1; A4.3) -Capacity development during the following activities: A1.1; A2.2; A2.12	-PMU	-Co-Financing -Project Grant	-Annual Forum -Annual SLM Multi-Stakeholder Forum -Inception Phase of project implementation -Engagement as and when activities concerning the stakeholder are being implemented	Yes

Stakeholder (SH)	Purpose of Engagement	Mechanism / Process of Engagement	Responsible Entity	Resources	Frequency and Timing	Capacity for Remote Consultations
Greater Tubatse/ Fetagomo LM and Makhuduthamaga LM	-Local municipalities represent a key local level governance structure in the Limpopo target site -Engagement due to converging project outcomes and objectives with the municipalities mandate.	-Participation in Annual project forum (A4.4) -Participation in SLM multi-stakeholder platform (A4.5) -Participation in project steering committee -Participation in project technical meeting -Participation in project inception phase -Monitoring -Ad-hoc Consultation -Co-financing agreement -Engagement for consultations during the following activities: A2.4; A2.5; A2.11; A3.4; A3.5; A4.1; A4.3) -Capacity development during the following activities: A1.1; A1.4; A1.6; A2.2; A2.12	-PMU	-Co-Financing -Project Grant	-Annual Forum -Annual SLM Multi-Stakeholder Forum -Annual Meeting (Steering Committee) -Monthly Meeting (Technical meeting) -Inception Phase of project implementation -Engagement as and when activities concerning the stakeholder are being implemented	Yes
Dawid Kruiper LM	-Local municipalities represent a key local level governance structure in the NC target site -Engagement due to converging project outcomes and objectives with the municipalities mandate.	-Participation in Annual project forum (A4.4) -Participation in SLM multi-stakeholder platform (A4.5) -Participation in project steering committee -Participation in project technical meeting -Participation in project inception phase -Monitoring -Ad-hoc Consultation -Co-financing agreement -Engagement for consultations during the following activities: A2.4; A2.5; A2.11; A3.4; A3.5; A4.1; A4.3)	-PMU	-Co-Financing -Project Grant	-Annual Forum -Annual SLM Multi-Stakeholder Forum -Annual Meeting (Steering Committee) -Monthly Meeting (Technical meeting) -Inception Phase of project implementation -Engagement as and when activities concerning the stakeholder are being implemented	Yes

Stakeholder (SH)	Purpose of Engagement	Mechanism / Process of Engagement	Responsible Entity	Resources	Frequency and Timing	Capacity for Remote Consultations
		-Capacity development during the following activities: A1.1; A1.4; A1.6; A2.2; A2.12				
-Research Institutions						-
Council for scientific and industrial Research (CSIR)	-Engagement due to converging project outcomes and objectives with the councils' mandate. -Engagement to ensure continuation and leverage off existing CSIR local level projects, knowledge products and project specific lessons learnt	-Invited to the Annual project forum (A4.4) -Invited to the SLM multi-stakeholder platform (A4.5) -Ad-hoc Consultation -Engagement for consultations during the following activities: A1.1; A1.2; A1.3; A1.5; A2.1	-PMU	-Project Grant	-Annual Forum -Annual SLM Multi-Stakeholder Forum -Consult as and when activities concerning the stakeholder are being implemented	Yes
University of North West (UNW)	-Engagement due to converging project outcomes and objectives with the objectives of the university. -Engagement to leverage off technical expertise local level experience in implementing and maintaining community systems -Engage to leverage off research-based capabilities and experience	-Invited to the Annual project forum (A4.4) -Invited to the SLM multi-stakeholder platform (A4.5) -Ad-hoc Consultation -Engagement for consultations during the following activities: A1.1; A1.2; A1.3; A1.5; A2.1	-PMU	-Project Grant	-Annual Forum -Annual SLM Multi-Stakeholder Forum -Consultation as and when activities concerning the stakeholder are being implemented	Yes
Sol Plaatjie University	-Engagement due to converging project outcomes and objectives with the objectives of the university. -Engage to leverage off research-based capabilities and experience	-Invited to the Annual project forum (A4.4) -Invited to the SLM multi-stakeholder platform (A4.5) -Ad-hoc Consultation -Engagement for consultations during the following activities: A1.1; A1.2; A1.3; A1.5; A2.1	-PMU	-Project Grant	-Annual Forum -Annual SLM Multi-Stakeholder Forum -Consultation as and when activities concerning the stakeholder are being implemented	Yes
University of Limpopo	-Engagement due to converging project outcomes and	-Invited to the Annual project forum (A4.4)	-PMU	-Project Grant	-Annual Forum	Yes

Stakeholder (SH)	Purpose of Engagement	Mechanism / Process of Engagement	Responsible Entity	Resources	Frequency and Timing	Capacity for Remote Consultations
	objectives with the objectives of the university. -Engage to leverage off research-based capabilities and experience	-Invited to the SLM multi-stakeholder platform (A4.5) -Ad-hoc Consultation -Engagement for consultations during the following activities: A1.1; A1.2; A1.3; A1.5; A2.1			-Annual SLM Multi-Stakeholder Forum -Consultation as and when activities concerning the stakeholder are being implemented	
-Civil Society Organisations						-
IUCN and UNEP	Project Implementing and executing agency	-Participation in Annual project forum (A4.4) -Participation in SLM multi-stakeholder platform (A4.5) -Participation in project steering committee -Participation in project inception phase -Monitoring -Ad-hoc Consultation across all activities	-PMU	-Project Grant	-Annual Forum -Annual SLM Multi-Stakeholder Forum -Annual Meeting (Steering Committee) -Inception Phase of project implementation -Engagement as and when activities concerning the stakeholder are being implemented	Yes
Conservation SA (CSA)	-Engagement due to converging project outcomes and objectives with the objectives of CSA. -Engagement to leverage off technical expertise local level experience in implementing and maintaining community systems -Engage to maximise opportunities for sustainability through continuation of project interventions to capable partners after project ends.	-Invited to the SLM multi-stakeholder platform (A4.5) -Ad-hoc Consultation -Engagement for consultations during the following activities: A1.4; A1.5; A1.6; A2.4; A2.8; A2.9; A2.10; A2.13; A3.1; A3.3	-PMU	-Project Grant	-Annual SLM Multi-Stakeholder Forum -Consultation as and when activities concerning the stakeholder are being implemented	Yes
Meat Naturally (MN)	-Engagement due to converging project outcomes and	-Invited to the SLM multi-stakeholder platform (A4.5) -Ad-hoc Consultation	-PMU	-Project Grant	-Annual SLM Multi-Stakeholder Forum	Yes

Stakeholder (SH)	Purpose of Engagement	Mechanism / Process of Engagement	Responsible Entity	Resources	Frequency and Timing	Capacity for Remote Consultations
	objectives with the municipalities mandate. -Engagement to leverage off technical expertise local level and national experience in implementing and maintaining sustainable, incentive-based market access and SLM mainstreaming mechanism -Engage to maximise opportunities for sustainability through continuation of project interventions to capable partners after project ends.	-Engagement for consultations during the following activities A2.6; A2.7; A2.8; A2.10; A2.13; A3.3; A3.4; A3.5.			-Inception Phase of project implementation -Engagement as and when activities concerning the stakeholder are being implemented	
Land and Agricultural Development Bank of South Africa (Land Bank)	-Engagement due to converging project outcomes and objectives with the municipalities mandate. -Engagement to leverage off technical expertise and opportunities for providing financial mechanisms to achieve project outcomes. -Engage to maximise linkages with community outcomes and established financial institutions to ensure long term financial support and sustainability	-Invited to the SLM multi-stakeholder platform (A4.5) -Ad-hoc Consultation -Engagement for consultations during the following activities A2.6; A2.7; A3.1; A3.2; A3.5; A3.8	-PMU	-Project Grant	-Annual Forum -Annual SLM Multi-Stakeholder Forum -Inception Phase of project implementation -Engagement as and when activities concerning the stakeholder are being implemented	Yes
National Emergent Red Meat Producers Organisation (NERPO)	-Engagement due to converging project outcomes and objectives with the municipalities mandate. -Engagement to leverage off SLM specific technical financing expertise and opportunities for	-Invited to the SLM multi-stakeholder platform (A4.5) -Ad-hoc Consultation -Engagement for consultations during the following activities A2.6; A2.7; A3.1; A3.2; A3.5; A3.8	-PMU	-Project Grant	-Annual Forum -Annual SLM Multi-Stakeholder Forum -Inception Phase of project implementation -Engagement as and when activities concerning the stakeholder are being implemented	Yes

Stakeholder (SH)	Purpose of Engagement	Mechanism / Process of Engagement	Responsible Entity	Resources	Frequency and Timing	Capacity for Remote Consultations
	providing financial mechanisms to achieve project outcomes. -Engage to maximise linkages with community outcomes and established financial institutions to ensure long term financial support and sustainability					
Endangered Wildlife Trust (EWT)	-Engagement due to converging project outcomes and objectives with EWT's mandate. -Engagement to ensure continuation and leverage off existing EWT local level projects (Northern Cape), knowledge products and project specific lessons learnt -Engage to maximise opportunities for sustainability through continuation of project interventions to capable partners after project ends.	-Invited to the SLM multi-stakeholder platform (A4.5) -Ad-hoc Consultation -Engagement for consultations during the following activities: A1.4; A1.5; A1.6; A2.4; A2.8; A2.9; A2.10; A2.13; A3.1; A3.3	-PMU	-Project Grant	-Annual SLM Multi-Stakeholder Forum -Consultation as and when activities concerning the stakeholder are being implemented	Yes
Wilderness Foundation	-Engagement due to converging project outcomes and objectives with the municipalities mandate. -Engagement to leverage off SLM specific technical financing expertise in developing innovative finance mechanisms -Engage to maximise opportunities for sustainability through continuation of project interventions to capable partners after project ends.	-Invited to the SLM multi-stakeholder platform (A4.5) -Ad-hoc Consultation -Engagement for consultations during the following activities A3.1; A3.2	-PMU	-Project Grant	-Annual SLM Multi-Stakeholder Forum -Inception Phase of project implementation -Engagement as and when activities concerning the stakeholder are being implemented	Yes

Stakeholder (SH)	Purpose of Engagement	Mechanism / Process of Engagement	Responsible Entity	Resources	Frequency and Timing	Capacity for Remote Consultations
Association for Water and Rural Development (AWARD)	-Engagement due to converging project outcomes and objectives with the municipalities mandate. -Engagement to ensure continuation and leverage off existing AWARD local level projects (Olifants), knowledge products and project specific lessons learnt -Engage to maximise opportunities for sustainability through continuation of project interventions to capable partners after project ends.	-Invited to the SLM multi-stakeholder platform (A4.5) -Ad-hoc Consultation -Engagement for consultations during the following activities: A1.4; A1.5; A1.6; A2.4; A2.8; A2.9; A2.10; A2.13; A3.1; A3.3	-PMU	-Project Grant	-Annual SLM Multi-Stakeholder Forum -Consultation as and when activities concerning the stakeholder are being implemented	Yes
UNDP	-Engagement due to converging project outcomes and objectives with the UNDP's development mandate. -Engagement to ensure continuation and leverage off existing UNDP local level projects (Limpopo), knowledge products and project specific lessons learnt -Engage to maximise opportunities for sustainability through continuation of project interventions to capable partners after project ends.	-Invited to the SLM multi-stakeholder platform (A4.5) -Ad-hoc Consultation -Engagement for consultations during the following activities: A1.4; A1.5; A1.6; A2.4; A2.8; A2.9; A2.10; A2.13; A3.1; A3.3	-PMU	-Project Grant	-Annual SLM Multi-Stakeholder Forum -Consultation as and when activities concerning the stakeholder are being implemented	Yes
-Private Organisations						-
KLK- Cooperation	-Engagement due to compatibility of project outcomes, objectives and requirements with what KLK-Co-Operation can provide as a	-Invited to the SLM multi-stakeholder platform (A4.5) -Ad-hoc Consultation	-PMU	-Project Grant	-Annual SLM Multi-Stakeholder Forum -Engagement as and when activities concerning the stakeholder are being implemented	Yes

Stakeholder (SH)	Purpose of Engagement	Mechanism / Process of Engagement	Responsible Entity	Resources	Frequency and Timing	Capacity for Remote Consultations
	commercial market access mechanism in the NC landscape . -Using the project as a mechanism for developing, facilitating and implementing sustainable partnerships in SLM	-Engagement for consultations during the following activities A2.13; A3.6; A3.7				
Afrivet	-Engagement due to converging project outcomes and objectives with the objectives of Afrivet. -Using the project as a mechanism for developing, facilitating and implementing sustainable partnerships in SLM	-Invited to the SLM multi-stakeholder platform (A4.5) -Ad-hoc Consultation -Engagement for consultations during the following activities A1.7	-PMU	-Project Grant	-Annual SLM Multi-Stakeholder Forum -Engagement as and when activities concerning the stakeholder are being implemented	Yes
Commercial Farmers Union- Noenieput and Askam	-Engagement due to converging project outcomes and objectives with the Farmers Unions mandate. -Using the project as a mechanism for developing, facilitating and implementing sustainable partnerships in SLM	-Invited to the SLM multi-stakeholder platform (A4.5) -Ad-hoc Consultation -Engagement for consultations during the following activities A2.13; A3.6; A3.7	-PMU	-Project Grant	-Annual SLM Multi-Stakeholder Forum -Consultation as and when activities concerning the stakeholder are being implemented	Not Likely for the entire group. Limited opportunity through representative
-Local communities, community institutions and vulnerable groups						-
Land Users (Agro-pastoralists using communal land in Limpopo) with land use rights or land tenure arrangements	-Target beneficiaries of project outcomes -Engage to ensure adoption of process, uptake of support and long-term strategies -Improved livelihoods	-Invited to the SLM multi-stakeholder platform (A4.5) -Consultations during the following activities: A1.4; A2.4; A2.7 (R/BSA); A2.9; A3.1; A3.5; A3.6; -Workshop development of outputs during the following activities: A2.8; A2.10 (PRMP); A2.13; A3.4; A3.8 -Capacity development during the following activities: A1.2; A1.6; A1.7; A3.3	-PMU	-Project Grant	-Annual SLM Multi-Stakeholder Forum -Engagement as and when activities concerning the stakeholder are being implemented	Not Likely for the entire group. Limited opportunity through representative

Stakeholder (SH)	Purpose of Engagement	Mechanism / Process of Engagement	Responsible Entity	Resources	Frequency and Timing	Capacity for Remote Consultations
Land Users (Agro-pastoralists using commonage land in the NC) with land use rights or land tenure arrangements	-Target beneficiaries of project outcomes -Engage to ensure adoption of process, uptake of support and long-term strategies -Improved livelihoods	-Invited to the SLM multi-stakeholder platform (A4.5) -Consultations during the following activities: A1.4; A2.4; A2.7 (R/BSA); A2.9; A3.1; A3.5; A3.6; -Workshop development of outputs during the following activities: A2.8; A2.10 (PRMP); A2.13; A3.4; A3.8 -Capacity development during the following activities: A1.2; A1.6; A1.7; A3.3	-PMU	-Project Grant	-Annual SLM Multi-Stakeholder Forum -Engagement as and when activities concerning the stakeholder are being implemented	Not Likely for the entire group. Limited opportunity through representative
Land Users (Agro-pastoralist emergent farmers on private land in NC) with land use rights or land tenure arrangements	-Target beneficiaries of project outcomes -Engage to ensure adoption of process, uptake of support and long-term strategies -Improved livelihoods	-Invited to the SLM multi-stakeholder platform (A4.5) -Consultations during the following activities: A1.4; A2.4; A2.7 (R/BSA); A2.9; A3.1; A3.5; A3.6; -Workshop development of outputs during the following activities: A2.8; A2.10 (PRMP); A2.13; A3.4; A3.8 -Capacity development during the following activities: A1.2; A1.6; A1.7; A3.3	-PMU	-Project Grant	-Annual SLM Multi-Stakeholder Forum -Engagement as and when activities concerning the stakeholder are being implemented	Not Likely for the entire group. Limited opportunity through representative
Land Users (Agro-pastoralists using communal, commonage and private land in NC and Limpopo) with no land use rights or land tenure arrangements	-Target beneficiaries of project outcomes -Engage to ensure adoption of process, uptake of support and long-term strategies -Improved livelihoods	-Invited to the SLM multi-stakeholder platform (A4.5) -Consultations during the following activities: A1.4; A2.4; A2.7 (R/BSA); A2.9; A3.1; A3.5; A3.6; -Workshop development of outputs during the following activities: A2.8; A2.10 (PRMP); A2.13; A3.4; A3.8 -Capacity development during the following activities: A1.2; A1.6; A1.7; A3.3	-PMU	-Project Grant	-Annual SLM Multi-Stakeholder Forum -Engagement as and when activities concerning the stakeholder are being implemented	Not Likely for the entire group. Limited opportunity through representative

Stakeholder (SH)	Purpose of Engagement	Mechanism / Process of Engagement	Responsible Entity	Resources	Frequency and Timing	Capacity for Remote Consultations
Women and women headed households	-Target beneficiaries of project outcomes -Engage to ensure adoption of process, uptake of support and long-term strategies -Improved livelihoods	-Invited to the SLM multi-stakeholder platform (A4.5) -Consultations during the following activities: A1.4; A2.4; A2.7 (R/BSA); A2.9; A3.1; A3.5; A3.6; -Workshop development of outputs during the following activities: A3.4; A3.8 -Capacity development during the following activities: A1.6; A3.3	-PMU	-Project Grant	-Annual SLM Multi-Stakeholder Forum -Engagement as and when activities concerning the stakeholder are being implemented	Not Likely for the entire group. Limited opportunity through representative
Vulnerable groups (youth, elders, disabled, uneducated, unemployed, geographically isolated, poverty stricken)	-Target beneficiaries of project outcomes -Engage to ensure adoption of process, uptake of support and long-term strategies -Improved livelihoods	-Invited to the SLM multi-stakeholder platform (A4.5) -Consultations during the following activities: A1.4; A2.4; A2.7 (R/BSA); A2.9; A3.1; A3.5; A3.6; -Workshop development of outputs during the following activities: A3.4; A3.8 -Capacity development during the following activities: A1.6; A3.3	-PMU	-Project Grant	-Annual SLM Multi-Stakeholder Forum -Engagement as and when activities concerning the stakeholder are being implemented	Not Likely for the entire group. Limited opportunity through representative
Vulnerable groups (geographically isolated, poverty stricken, disabled)	-Target beneficiaries of project outcomes -Engage to ensure adoption of process, uptake of support and long-term strategies -Improved livelihoods	-Invited to the SLM multi-stakeholder platform (A4.5) -Consultations during the following activities: A1.4; A2.4; A2.7 (R/BSA); A2.9; A3.1; A3.5; A3.6; -Workshop development of outputs during the following activities: A3.4; A3.8 -Capacity development during the following activities: A1.6; A3.3	-PMU	-Project Grant	-Annual SLM Multi-Stakeholder Forum -Engagement as and when activities concerning the stakeholder are being implemented	Not Likely for the entire group. Limited opportunity through representative
Local Business	-Target beneficiaries of project outcomes -Engage to ensure adoption of process, uptake of support and long-term strategies	-Invited to the SLM multi-stakeholder platform (A4.5) -Invited to the SLM multi-stakeholder platform (A4.5)	-PMU	-Project Grant	-Annual SLM Multi-Stakeholder Forum -Engagement as and when activities concerning the stakeholder are being implemented	Not Likely for the entire group. Limited opportunity

Stakeholder (SH)	Purpose of Engagement	Mechanism / Process of Engagement	Responsible Entity	Resources	Frequency and Timing	Capacity for Remote Consultations
	-Improved livelihoods	-Consultations during the following activities: A1.4; A2.4; A2.7 (R/BSA); A2.9; A3.1; A3.5; A3.6; -Workshop development of outputs during the following activities: A3.4; A3.8 -Capacity development during the following activities: A1.6; A3.3				through representative
Local Communities/ Institutions	-Target beneficiaries of project outcomes -Engage to ensure adoption of process, uptake of support and long-term strategies -Improved livelihoods	-Invited to the SLM multi-stakeholder platform (A4.5) -Invited to the SLM multi-stakeholder platform (A4.5) -Consultations during the following activities: A1.4; A2.4; A2.7 (R/BSA); A2.9; A3.1; A3.5; A3.6; -Workshop development of outputs during the following activities: A3.4; A3.8 -Capacity development during the following activities: A1.6; A3.3	-PMU	-Project Grant	-Annual SLM Multi-Stakeholder Forum -Engagement as and when activities concerning the stakeholder are being implemented	Not Likely for the entire group. Limited opportunity through representative
Nchabaleng Traditional Authority (NTA)	-Target beneficiaries of project outcomes -Engage to ensure adoption of process, uptake of support and long-term strategies -Improved livelihoods	-Invited to the SLM multi-stakeholder platform (A4.5) -Invited to the SLM multi-stakeholder platform (A4.5) -Consultations during the following activities: A1.4; A2.4; A2.7 (R/BSA); A2.9; A3.1; A3.5; A3.6; -Workshop development of outputs during the following activities: A3.4; A3.8 -Capacity development during the following activities: A1.6; A3.3	-PMU	-Project Grant	-Annual SLM Multi-Stakeholder Forum -Engagement as and when activities concerning the stakeholder are being implemented	Limited opportunity through representative

7. MONITORING AND EVALUATION PLAN

Overall responsibility of M&E activities will be through the PMU and the IUCN and UNEP country offices. Within the PMU, dual responsibility will be held with the Project Manager and the Technical Administration Officer. In addition, implementing parties will be required to report relevant project targets, social and environmental safeguards and gender considerations to the PMU.

The project will be monitored through the following M&E activities:

Inception Workshop: A project Inception Workshop will be held within the first three months of the project start date with those with assigned roles in the project organisation structure, the IUCN Country Office (CO) and other appropriate stakeholders. The participation of technical experts responsible for supporting project design will be critical to the success of the inception workshop. The Inception Workshop is crucial to building ownership for the project results and to plan the first year of the Annual Work Plan AWP).

The Inception Workshop will address the following key issues: 1) Assist all partners to fully understand and take ownership of the project; 2) Detail the roles and responsibilities of the project team; 3) Discuss the roles, functions and responsibilities with the project's decision-making structure, which includes communication lines, reporting and conflict resolution; 4) Discuss the terms of reference for project staff as needed; 5) Finalise the AWP based on the project results framework and GEF Tracking Tool; 6) Review and agree on the indicators, targets and their verification; 7) Provide a detailed overview of the M&E requirements, schedule and budget; 8) Confirm financial reporting procedures and obligations; and 9) Plan and schedule Project Steering Committee meetings. The development of an Inception Workshop Report is a key output of this process.

Project Implementation Work Plan: Following on from the Inception Workshop, the Project Management Unit (PMU) will be tasked with adapting and developing the strategic work plan. The work plan will outline the general timeframe for completion of the project outputs and achievement of outcomes. The work plan will set out the project activities from inception to completion.

Quarterly Progress Monitoring: Progress will be monitored on a quarterly basis. Based on the risk analysis developed, the risk log shall be monitored and updated. Project Outcomes, outputs, activities and indicators will be monitored. The monitoring will be in line with DEFF and IUCN processes.

Annual Monitoring: The Annual Project Review (APR) is prepared to monitor progress made since the start of the project and in particular for the previous reporting period *i.e.* 30 June to 1 July. The APR includes the following reporting requirements: 1) Progress made toward project objective and project outcomes comprising of indicators, baseline data and end of project targets; 2) Project outputs delivered per project outcome (annual); 3) Lesson learnt and good practice; 4) AWP and expenditure reports; 5) Risk and adaptive management; and 5) GEF Focal Area Tracking Targets.

Supervision Missions: The PMU, the IUCN CO and members of the PSC will conduct visits to project sites based on the agreed schedule in the Inception Report. A site visit report will be developed and circulated to the project structures.

Mid-Term Evaluation: The project will undergo an independent Mid-Term Evaluation (MTE) at the midpoint of the project *i.e.* project months 34-36. The MTE will determine progress being made towards the achievement of outcomes and will identify course correction if required. The findings of the MTE

will be incorporated as recommendations for enhanced implementation during the final half of the project. The organisation and terms of reference (TOR) of the MTE will be decided after consultation between the parties to the project document. The independent consultant will be recruited at least six months prior to the planned commencement of the MTE. The relevant GEF Focal Area Tracking Tools will also be assessed in the MTE.

Terminal Evaluation: An independent Final Evaluation (FE) will take place three months prior to the final PSC meeting. The FE will focus on the on the delivery of the project's results as initially planned. The FE will look at the impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits.

Project Terminal Report: The PMU will prepare the Project Terminal Report (PTP) during the last 3 months. The PTP is a comprehensive report which will summarise the results achieved, lessons learnt, problems met and areas where results may not have been achieved. Furthermore, the PTP will provide recommendations for further steps that may need to be taken to ensure sustainability and replicability of the projects results.

Learning and Knowledge Sharing: Results from the project will be shared within and beyond the project intervention area. The project will identify, analyses and share lessons learned that may be beneficial in the design and implementation of similar projects. The project will disseminate learnings and best practice through relevant and appropriate networks and forums.

Table 7-1. Activity, frequency, responsibility and budget for M&E activities

M&E Activity	Frequency	Responsible	Budget (US$)	
			Project Allocation	Project Agency Fees
Inception Workshop	Once off, within the first two months of the project	PMU, IUCN CO, UNEP	10 000	
Project Implementation Work Plan	Once off, within the first two months of the project	PMU, IUCN CO, UNEP, IPs	None	
Quarterly Progress Monitoring	Quarterly, throughout the project	PMU, IUCN CO, UNEP, IPs	None	
Annual Monitoring- Annual Project Review	Annually, throughout the project	PMU, IUCN CO, UNEP, IPs	None	
Mid-Term Evaluation	Mid-point of project implementation (34-36 months)	PMU, IUCN CO, UNEP, External consultants (i.e. evaluation team)	17 500	

Final Evaluation	At least three months before the end of the project	PMU, IUCN CO, UNEP, External consultants (i.e. evaluation team)	17 500	
Project Terminal Report	At least three months before the end of the project	PMU, IUCN CO, UNEP	None	
Visits to Field Sites	Annually	PMU, IUCN CO, UNEP, and PSC	Accounted in Operational Budget	
Audit	Annually	PMU, IUCN CO, UNEP, External consultants (i.e. evaluation team)		15 000
SUB-TOTAL INDICATIVE COST Excluding PMU staff time and Travel Expenses			US$45 000	US$15 000
GRAND TOTAL			US$60 000	

8. PROJECT FINANCING AND BUDGET

The summary budget is provided for the proposed interventions:

	Project Management Costs	Budget (US $)	Year 1				
			Year 1	Year 2	Year 3	Year 4	Year 5
	Appoint the PMU						
	Administration Officer @ US$26 570/annum	132 848	26 570	26 570	26 570	26 570	26 570
	Travel	50 000	10 000	10 000	10 000	10 000	10 000
	Project Workshops						
	Inception Workshop	10 000	10 000				
Total: PMC		**192 848**	46 570	36 570	36 570	36 570	36 570

Number	Outcomes, outputs and activities	Budget (US $)	Year 1				
			Year 1	Year 2	Year 3	Year 4	Year 5
1	**Component 1**						
1,1	**Outcome: Decisions on sustainable land management, landscape restoration and adaptive planning for drought resilience are informed by improved, dryland adapted assessment data at local and national level**	**390 000**	**270 000**	**55 000**	**55 000**	**5 000**	**5 000**
1.1.1	***Output: Relevant Sustainable Development Goals (SDG) indicators and SLM good practices are validated and monitored***	***130 000***					
A1.1	Establish and implement user-friendly Knowledge Management Platform to share data, information and lessons learned on Land degradation and SLM among different stakeholders (communal, local, regional and national)	70 000	70 000				
A1.2	Develop participatory and complementary monitoring mechanism (based on an established framework/system) for input into KMP and train stakeholders	40 000	40 000				
A1.3	Determine relevant SDGs, indicators and monitor and analyse changes in ecosystem health against the extent of SLM implementation to ensure adaptive management	20 000		5 000	5 000	5 000	5 000
1.1.2	***Output: Tools, guideline and training materials developed***	***140 000***					
A1.4	Identify and conduct skills audit on stakeholders (land users, community groups and extension officers) on current capacity to implement and maintain SLM practices	60 000	60 000				
A1.5	Based on results of skills audit, develop stakeholder specific training modules which are landscape specific and includes relevant SLM tools, guidelines and training materials	80 000	80 000				
1.1.3	***Output: Diverse stakeholders have capacity to implement sustainable land management and landscape management***	***120 000***					
A1.6	Identify a network of "Mentor Farmers" and community animal health workers in facilitation, participation, mobilisation and community based experiential learning in SLM practises	60 000	20 000	20 000	20 000		
A1.7	Training of Mentor farmers, Para-Veterinarians, community champions, land users, extension officers and relevant governance structures in use of landscape specific SLM tools and guidelines	60 000		30 000	30 000		
Total: Component 1		**390 000**	**270 000**	**55 000**	**55 000**	**5 000**	**5 000**

Activities	Details	Total Budget	Year 1	Year 2	Year 3	Year 4	Year 5
2	**Component 2:**	**1 545 988**	**500 000**	**406 497**	**226 497**	**206 497**	**206 497**
	Technical Support and Capacity Building	***325 000***	**65 000**	**65 000**	**65 000**	**65 000**	**65 000**
2,1	**Outcome: Government and customary land management institutions are strengthened to equitably coordinate natural resource management and improve response to recurrent drought emergencies**						
2.1.1	***Mechanism for landscape planning and prioritisation of actions established***	***190 000***					
A2.1	Develop spatially relevant SLMP which outlines regional baseline assessments and operational SLM best practises in the commonages of NC and communal grazing lands of Limpopo	150 000	150 000				
A2.2	Mainstream through facilitating buy-in from LM and integrate SLMP into existing management structures through workshops and stakeholder training	40 000		10 000	10 000	10 000	10 000
2.1.2	***LDN targets and investment priorities are validated***	***25 000***					
A2.3	LDN targets and Investment Priorities are confirmed, validated and monitored through the development of the SLMP and landscape level PRMP using the KMP developed in Component 1	25 000	5 000	5 000	5 000	5 000	5 000
2.1.3	***Land users' resource rights are strengthened in target areas through application of appropriate governance mechanisms***	***150 000***					
A2.4	Conduct a detailed governance assessment towards evaluating needs and monitor progress towards strengthening natural resource governance	50 000		50 000			
A2.5	Development of a Fair-Use Land Tenure Checklist aiming to ensure transparency and consistency of eligibility against criteria for land use and/or land tenure arrangements	40 000		20 000	20 000		
A2.6	Formalise a Rangeland/ Biodiversity Stewardship Agreement within existing legal and governance framework	60 000	30 000	30 000			
2.1.4	***Organisational and governance capacity of community groups is strengthened***	***330 000***					
A2.7	Create or strengthen existing Land Users into organised formal structures (grazing associations/ Conservation Committees- as defined in the Conservation of Agricultural Resources Act (CARA)) for each landscape.	80 000	40 000	40 000			
A2.8	Conduct SLM needs assessment workshops to identify issues and solutions to SLM, develop sustainability goals and prioritise community driven SLM actions	50 000		50 000			
A2.9	Development Participatory Rangeland Management Plan (PRMP) for improved communal use of 150 000 Ha of communal and commonage land	200 000	200 000				
2.1.5	***Provincial landscape management mechanisms are strengthened for informed and consultative planning of land and water resources***	***60 000***					
A2.10	Operationalise / strengthen protocols for inter sectoral and cross-sectoral coordination mechanisms for SLM across government, NGO's, community-based organisations and land users associations.	20 000	10 000	10 000			
A2.11	Expand capacity of local and provincial government to utilise SLMP. This will be achieved through a combination of training, workshops and awareness raising	40 000		10 000	10 000	10 000	10 000
2.1.6	***Priority community-based rangeland restoration actions supported***	***465 988***					
A2.12	Restoration activities identified in the PRMP will be supported and implemented in the two landscapes	465 988		116 497	116 497	116 497	116 497
Total Component 2		**1 545 988**	**500 000**	**406 497**	**226 497**	**206 497**	**206 497**

Activities	Details	Total Budget	Year 1	Year 2	Year 3	Year 4	Year 5
3	**Component 3**	**1 185 757**	**337 035**	**293 430**	**293 430**	**243 430**	**18 430**
3,1	**Outcome: Financial support to scale up validated SLM practices and market links for priority value chains created;**						
	Technical Support and Capacity Building	**92 152**	18 430	18 430	18 430	18 430	18 430
3.1.1	***Innovative financial mechanisms are developed for restoration and SLM, including community SLM funds, microfinance, and land restoration trust funds***	***300 000***					
A3.1	Determine viability of a suite of integrated innovative finance solutions for the two landscapes	150 000	150 000				
A3.2	Pilot and scale viable finance solutions to facilitate long term financial sustainability of actions	150 000		50 000	50 000	50 000	
3.1.2	***Investments are made in community validated priority value chains***	***600 000***					
A3.3	Facilitate the strengthening of an updated business model that integrates SLM better practices ensure and participation of interested community land users	100 000	100 000				
A3.4	Implement/operationalize an established incentive mechanism that supports, regulates and accommodates the conditions present in dryland rural livestock enterprises to improve market access and therefore sustainability of SLM	150 000		50 000	50 000	50 000	
A3.5	Develop and implement small grants programme that supports the development of alternative livelihoods, to livestock production, that support and incentivise SLM	350 000	50 000	100 000	100 000	100 000	
3.1.3	***Investment partnerships are developed between small and medium sized enterprises, national finance institutions, and local land users***	***93 605***					
A3.6	Partnerships will be developed through the course of the project between aggregators or buyers and local communities involved in ongoing SLM	75 000		25 000	25 000	25 000	
A3.7	Engage relevant red meat commercial market players on SLM livestock production protocol development	18 605	18 605				
3.1.4	***Investment proposals and business plans are developed for scale up of innovative finance in SLM***	***100 000***					
A3.8	Facilitate improved access to finance through the development and submission of proposals and business cases to development and commercial banks as well as private investors	100 000		50 000	50 000		
Total Component 3		**1 185 757**	**337 035**	**293 430**	**293 430**	**243 430**	**18 430**

Activities	Details	Total Budget	Year 1	Year 2	Year 3	Year 4	Year 5
4	**Component 4**	**315 223**	**110 112**	**110 112**	**37 500**	**20 000**	**37 500**
4,1	**Outcome: Sustainable land management is mainstreamed at the local, national and regional level.**						
4.1.1	***Policies and practices that support LDN attainment are validated at the national level***	***90 000***					
A4.1	Identify policy gaps that limit, and existing policies and practises that strengthen, LDN attainment approaches at national level	50 000	50 000				
A4.2	Periodically evaluate, at a national level, the policies and practises that strengthen LDN attainment approaches	40 000		10 000	10 000	10 000	10 000
4.1.2	***Policy recommendations are developed through discourse and outreach at different levels***	***60 000***					
A4.3	Development of an integrated SLM policy brief that integrates existing relevant SLM policies and project recommended policies	60 000		60 000			
4.1.3	***Project lessons are captured, evaluated and shared***	***50 000***					
A4.4	Develop SLM multi-stakeholder platforms that report at national and provincial levels	50 000	10 000	10 000	10 000	10 000	10 000
4.1.4	***Multi-stakeholder learning forums held at provincial and national levels***	***115 223***					
A4.5	Develop SLM multi-stakeholder platforms that report at national level	60 223	30 112	30 112			
	Appoint Consultant for Mid Term Evaluation	17 500			17 500		
	Appoint Consultant for Final Evaluation	17 500					17 500
	Appoint International Safeguard Consultant	20 000	20 000				
		315 223	110 112	110 112	37 500	20 000	37 500
GRAND TOTAL		**3 629 816**					

9. APPENDICES

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9.2. Project Work Plan Timetable

In separate Excel submission.

9.3. Guidance for Grant-Making

Preamble

The following document provides practical guidelines for the Small Grant Programme (SGP) proposed in *Output 3.1.2: Investments are made in community validated priority value chains*. The guidelines are based on IUCN document entitled: *Grant-making in support of conservation action. Operations Manual (2017).*

Definitions

- ***"Grant-making"*** designates the act of attributing a financial sum (the "grant") towards the realisation of a specific conservation target. In this respect, grant-making (sometimes also referred to as "on-granting") corresponds to the allocation of funds, contributed by one or more partners, according to the guidelines set out for the overall scheme or programme and attributed to individual projects. The latter are submitted in response to a call for proposals and approved on the basis of selectivity and eligibility criteria, and of an assessment of capacity of the grantee to execute.
- ***"Grant"*** refers to a financial transfer, made in favour of a specific project and for which no repayment is required.
- ***"Grantee"*** is the term used for the recipient of funding through an IUCN programme. Also called the "beneficiary", the grantee is the signatory of the project agreement under the terms of the grant-making mechanism: it is the entity responsible for ensuring compliance with the terms of the agreement, executing the project, and facilitating stakeholder involvement in that execution.
- ***"Co-financing"***, meaning the joint funding of a project, refers to the obligation made in certain cases for the grantee to contribute concretely to the implementation of the approved project, in kind and/or in cash, with its own resources and/or funding from other sources. It serves as a means of ensuring greater involvement and motivation for achieving goals and cementing partnerships. According to the size of grant and the nature of the beneficiary (e.g. civil society organisation or government agency), this co-financing condition is expressed as a proportion of the total cost of the project.
- ***"Partner"*** is a term corresponding to a core concept characterising IUCN actions, i.e. joint efforts to achieve conservation goals by involving all stakeholders and entailing an exchange of information and some form of collaboration between participants. In this sense, the term partner refers both to donors and to grant beneficiaries and their associates as, jointly, they work to materialise projects. It translates IUCN's philosophy of a shared approach and medium- to long- term cooperation in addressing conservation issues worldwide, and its belief in the value of collaborative action to build trust and capacity.

Purpose of the Grant

A primary focus of the overall project is to deliver inclusive and sustainable financial investments required to address barriers related to low investments in rangelands and low access to markets in

drylands regions. This will contribute to climate change resilient livelihoods for vulnerable groups, including women and men, by mapping value chains of key products (including the potential players and potential off takers at different stages of the value chain) and channelling investment into priority value chains that have been validated and prioritized by local communities. The value chains to be targeted involve the grazing and production of livestock and associated supporting activities.

Investment into community value chains will be achieved through two main activities:

1. Through an incentive mechanism such as Meat Naturally (www.meatnaturallyafrica.com) which provides incentives to communities in the form of access to market in return for the implementation of sustainable land practices; and
2. Seed or startup funding through the SGP for communal enterprises, civil society organisations and non-governmental organisations. The focus of the grant will be on alternative livelihoods that either drive improved SLM (e.g. fodder/meat/skins/bone-meal/para-veterinary services) or else benefit through the improved SLM (i.e. increased production or tourism related products).

Grantee Profile

Grantees that will be illegible for the grant include:

- Communal enterprises;
- Individuals who are members of the community;
- Community based-organisations (CBOs); and
- Non-governmental organisations.

The geographic focus of the grant will be limited to the two implementation sites as delineated in the ProDoc. In addition, enterprises eligible for support could either be existing, new or emergent. Grantees would also need to comply with various social inclusion requirements such as:

- At least 50% of SGP projects are led by women and/or institute concrete mechanisms for increased participation of women in decision-making.
- Women constitute more than 50% of beneficiaries of all SGP projects; and
- Gender and youth empowerment must be integrated into the project design and implementation.
- Enterprises should take into consideration the inclusion of vulnerable groups.

Project Typologies

The following appropriate project typologies are proposed:

- Enterprises related to improved SLM practices such as:
    - Fodder production;
    - Para-veterinary services;
    - Invasive alien plant clearing;
- Enterprises related to associated supporting activities.
    - Meat processing;
    - Skin and hide production;
    - Transport.

It is important to note that at this stage it is difficult to determine exactly what activities and projects will be appropriate for the grant making process. Project typologies will become clearer as the project progresses and once the profiling of appropriate value chains has been completed in the first Activity in the Output 3.1.2. It is also valuable to keep the scope of projects as wide as possible as grantees can often submit innovative proposals that meet the sustainability and conservation parameters required by the IUCN.

Grant Modalities

Prospective applicants will be guided by the results framework (to be developed) to identify the Project type they wish to position their application within, and the specific activity related to their project proposal. Applicants will be made aware of the minimum of US$25,000 and maximum of US$35,000 per project

The grant-making mechanism will follow a two-stage process, whereby the call will require the submission of a concept note that will be assessed, with the result of the assessment determining if the applicant will be invited to submit a full proposal.

All proposals will be assessed on environmental and social risks to ensure compliance with the IUCN Environmental and Social Management System (ESMS) and the GEF Environmental and Social Safeguard Policy. Guidance on risk identification and management is provided in the ESMF. The generic ESMS Questionnaire will support the analysis and risk identification but needs to be adapted to the types and size of the of grants.

Governance of the Grant

The arrangements for the governance of a grant-making mechanism must necessarily have at least two organs:

- *Governing Body* that sets policy, provides oversight, ensures transparency and accountability, reports to donors and constituents, and makes investment decisions. This Governing Body may be called Steering Committee, Programme Committee or Council.
- *Secretariat* that is responsible for the day-to-day implementation of the programme. In IUCN, the Secretariat of a grant-making mechanism is and will always be placed within an existing Global or Regional Programme, or within a unit dedicated to project implementation such as the GEF & GCF Coordination Unit, thus making it possible for it to benefit from technical and administrative support.

In addition, the following bodies are recommended:

- an *Advisory Group* that collectively reviews proposals and recommends decisions with respect to strategy, overall programming and grant-making; and
- a *Pool of Experts* who provide reviews and technical advice to the Secretariat on an individual and case-by-case basis – this arrangement being particularly appropriate for small and focused grant-making mechanisms, as well as for mechanisms that require very specialised expertise in the assessment of proposals and the formulation of recommendations.

Co-financing

IUCN believes in the value of co-financing, as a demonstration of the grantee's commitment to the project and as a way to build and enhance partnerships. At the same time, IUCN is aware that it is at

times difficult for organisations, especially small civil society actors, to mobilise additional resources for important projects. IUCN therefore seeks to use a flexible approach that is discussed with the donor or donors, and that includes the following elements:

- The percentage of co-financing required should be inversely proportional to the size of grants.
- Even if this cannot be done formally, the effort invested by the applicant (which can be quite substantial if research, assessments and consultations are needed) is taken into account in setting the co-financing target; and
- In-kind contributions should be considered as co-financing, but with a credible verification of that contribution as part of project monitoring and reporting.

A number of potential partners have already been identified in the ProDoc and include:

- AFRIVET;
- Commercial Farmers Unions (Noenieput and Askam);
- KLK Co-operation;
- Meat Naturally; and
- NERPO.

Additional partners will be identified throughout the project i.e., in Output 3.1.3: *Investment partnerships are developed between small and medium sized enterprises, national finance institutions, and local land users.*

SGP Development Tasks

The following broad tasks are required for the implementation of the SGP:

- Selection of the Governing Body, Secretariat and Advisory Group;
- Refinement of the Project Typologies based on the outcomes of the profiling of selected value chains in Output 3.1.2;
- Development of a project results framework for Grant Making;
- Execution and monitoring of the grants.

9.4. COVID 19 Risk and Opportunity Assessment

Risk/Opportunity Description	Likelihood[3]	Description of Likelihood	Action/Mitigation Measure
Risk to Availability of Technical Expertise and Capacity and Changes in Timelines			
The re-instatement of COVID-19 containment measures	4	It is unlikely South Africa will return to level 5 on a national scale. In his various addresses to the nation President Cyril Ramaphosa has described how disaster management will take a regional approach to varying COVID 19 response levels (i.e. levels will vary across space). With urbanised areas having highest risk, there is a low likelihood that the target sites and regional areas will return to such a high level of lockdown management. The risk of varying restrictive regulations remains a risk to the project through required interactions with role-players and stakeholders at a national scale. It is likely that impacts would be felt to varying degrees across project activities depending on the nature of the activity.	The **Project-Wide COVID 19 Readiness protocol and checklist** will be developed and implemented throughout the project. Please see ESMF for further details.
Government capacity is reduced as human resources are mobilized elsewhere	2	The project has been designed to work closely with government institutions throughout project interventions and as such, the redirection government human resources would impact the project. The likelihood of this occurring, however, is relatively low. The project design phase fell directly in the timeline amidst the COVID panic (march to November 2020). Government has, in the learning curve accompanied by the initial spike of COVID cases, learnt and adapted their approaches and general objectives. Government agencies have had time throughout 2020 to redirect resources and priorities to adapt to the pandemic and have integrated their own systems and internal policies to deal with a recurrent spike in cases. Through continuous project consultations with government agencies through this time, the government agencies appear to remain committed and focussed on their duties in the project regardless of potential changes in policies and redirection of priorities.. Although nothing is certain, it is confident that at the point of writing, the learning curve appears to have stabilised and government agencies are on track to implement the project.	No reactive measure is proposed, however through close consultation with government stakeholders throughout the project design process, the likelihood of risk has been reduced.

[3] Likelihood of impact on project or likelihood of opportunity arising through project (1 Very Unlikely-5 Extremely Likely)

Risk/Opportunity Description	Likelihood[3]	Description of Likelihood	Action/Mitigation Measure
Change in capacity of other executing entities and the effectiveness of the overall project implementation arrangements	2	Executing entities will only be determined in early 2021 through a tendering process. This is almost a full year since the first level 5 lockdown was implemented. This has provided time for executing entities to adapt capacities or rather re appraise abilities to implement. As a result, the project will likely not be impacted by this.	The project will deal with this risk through the criteria required in the tender submission process.
Limited capacity and experience for remote work and online interactions as well as limited remote data and information access and processing capacities that projects will need to strengthen	2	The project will commence its inception phase a full year after first level 5 national lockdown was implemented. At that point there was a steep learning curve for professionals to change the "business-as-usual" approaches of working, to the "new-normal" of remote working and online interactions. This learning curve has likely stabilised and capacity and experience for remote work and online interactions is well developed at this time. This of course is limited to implementing and executing entities, government and civil society organisations and does not extend to stakeholders who do not have access to remote working mechanisms (i.e. those stakeholders within the project landscape).	The **Project-Wide COVID 19 Readiness protocol and checklist** will be developed and implemented throughout the project. Please see ESMF for further details.
Changes in project implementation timelines	2	This has already impacted on the project design phase and has affected project implementation timelines. This will likely shift the date of the initial foreseen implementation dates. Unless a similar situation, to that which was faces in 2019 (full lockdown), occurred, COVID related impacts to project timelines are not envisioned.	This is a project risk that is well understood on a global scale and consideration of impacts, from a reactive approach, are seen as sufficient.
Changes in baseline (both ongoing and forthcoming projects)	1	There is a risk of changing economic and ecological baseline. The risk to the project however is not likely as the key targets focus on land areas and relative improvement of baselines and systems. This potential change in baseline will be considered once the project implementation starts to ensure appropriate review.	None
Change in conditions of beneficiaries	3	The project focusses on highly rural and undeveloped target areas with high levels of poverty. These sites have been chosen as they represent regions that require intervention to improve livelihoods in line with principles of SLM.	Additional COVID related considerations to be included in the site- specific Vulnerability assessment. Please see ESMF for additional details.

Risk/Opportunity Description	Likelihood[3]	Description of Likelihood	Action/Mitigation Measure
		It is likely that a change in beneficiaries will occur amidst the COVID 19 pandemic. This impact however will likely not have negative impacts on the project but rather positive impacts which may drive increased participation and buy in of community members to proposed interventions and expected outputs.	
Risk to Stakeholder Engagement Process			
Mobility and stakeholder engagement, including where necessary risk mitigation measures for both project staff and stakeholders	5	Stakeholder engagement process includes a range of stakeholders. As a result there are a variety of mechanisms proposed for consultations and engagement. These engagements could be face to face or online depending on requirements and safety standards. The risks to engagement therefore vary across these stakeholders depending on their ability and capacity to adapt to online or remote consultations. The highest risk stakeholders are the rural communities within target regions. Furthermore, these stakeholders are the predominant and direct participants and recipients of project activities and therefore the likelihood of this risk impacting on project success is further inflated. Within these groups there may further be groups marginalised due to measures to manage remote or online consultations. The vulnerability analysis would need to heavily consider the additional layer of complexity introduced through ensuring consultations occur in a safe and sustainable environment.	The **Project-Wide COVID 19 Readiness protocol and checklist** will be developed and implemented throughout the project. The Stakeholder Engagement Plan has been reviewed to indicate the capacity of stakeholders to be consulted remotely or online. Please see ESMF for further details.
Risk to Enabling Environment			
Government priorities during COVID-19 response (e.g. lockdowns to mitigate and contain spread; resources and personnel shifts, etc.);	2	The project has been designed to work closely with government institutions throughout project interventions and as such, a shift in priorities of government in response to COVID 19 would impact the project. The likelihood of this occurring, however, is relatively low. The project design phase fell directly in the timeline amidst the COVID panic (March to November 2020). Government has, in the learning curve accompanied by the initial spike of COVID cases, learnt and adapted their approaches and general objectives. Government agencies have had time throughout 2020 to redirect resources and priorities to adapt to the pandemic and have integrated their own systems and internal policies to deal with a recurrent spike in cases. Through continuous project	No reactive measure is proposed, however through close consultation with government stakeholders throughout the project design process, the likelihood of risk has been reduced.

Risk/Opportunity Description	Likelihood[3]	Description of Likelihood	Action/Mitigation Measure
		consultations with government agencies through this time, the government agencies appear to remain committed and focussed on their duties in the project regardless of potential changes in policies and redirection of priorities. Although nothing is certain, it is confident that at the point of writing, the learning curve appears to have stabilised and government agencies are on track to implement the project.	
Risk to Financing			
National debt/fiscal crises and impacts on GEF projects;	2	See risk on shifted government focus above: The likelihood of risk is low.	No reactive measure is proposed, however through close consultation with government stakeholders throughout the project design process, the likelihood of risk has been reduced.
Co-financing availability (co-financing from the private sector and governments, loan-based projects with MDBs);	2	See risk on shifted government focus above: The likelihood of risk is low.	No reactive measure is proposed, however through close consultation with government stakeholders throughout the project design process, the likelihood of risk has been reduced.
Price increase in procurement;	2	This risk is relatively low. The initial shift in costs associated with economic impacts of the COVID lockdown regulations are observed to be stabilising at this point 8 months after the lockdown. Local costs therefore are not at risk of increasing. The cost of additional PPE would increase the prices of services rendered however these are seen as negligible. Additionally, operational best practise for health and safety in response to COVID-19 are well developed and the project will piggy-back on these existing protocols. Costs of internationally drawn expertise or resources will have a large impact on the project due to inflated exchange rates in South Africa. The project however does not draw on international requirements and therefore this is a low risk to project success.	The project will deal with this risk through the criteria required, in this case financial proposals, in the tender submission process.
Opportunities Provided			

Risk/Opportunity Description	Likelihood[3]	Description of Likelihood	Action/Mitigation Measure
Promote sustainable land uses that limit deforestation and human-wildlife contact; Promote sustainable management of the ocean and freshwater ecosystems and its resources; Promote BD mainstreaming across sectors;	5	The project, through scale-up and mainstream sustainable land management for large-scale impact in the grazing lands of target sites, will promote SLM and biodiversity mainstreaming across sectors. The project is already focussed on this aspect and, as an additional opportunity, the importance of the project's outcomes is magnified amidst the current global crisis. The importance of this project, in line with shifting priorities towards improved SLM is therefore significantly enlarged.	Utilise the opportunity to highlight the importance of the project not only against the pre-COVID baseline requirements, but amidst the current global climate for improved sustainable management of environmental systems at a local, regional, national and international scale.
Introducing NRM practices that generate GEBs and resilience to climate change with livelihood benefits;	5	The project, through scale-up and mainstream sustainable land management for large-scale impact in the grazing lands of target sites, will promote biodiversity mainstreaming across sectors. The focus is to mainstream sustainable Natural Resource Management which is already focussing on generating GEBs and improving resilience to climate change with livelihood benefits; The project is already focussed on this aspect and, as an additional opportunity, the importance of the project's outcomes is magnified amidst the current global crisis. The importance of this project, in line with shifting priorities towards improved NRM, maximising GEB's and climate change resilience is therefore significantly enlarged.	Utilise the opportunity to highlight the importance of the project not only against the pre-COVID baseline requirements, but amidst the current global climate for improved sustainable management of environmental systems at a local, regional, national and international scale.
Promote local business development projects which improve resilience to climate change; Increase resilience in supply chains and economic systems;	5	Through project activities, specifically under component 3, the supply chains and local business will be developed and upgraded in line with principles of SLM. Through this process resilience to climate change will be developed. The project is already focussed on this aspect and, as an additional opportunity, the importance of the project's outcomes is magnified amidst the current global crisis. The importance of this project, in line with shifting priorities towards improved supply chain and economic resilience is therefore significantly enlarged.	The project ESMF has proposed the development of a **Project Benefit Allocation Checklist** to be adhered to by all project proponents. Please see ESMF for further details.

Risk/Opportunity Description	Likelihood[3]	Description of Likelihood	Action/Mitigation Measure
Secure supply chains using circular economy approaches and water, food, energy and ecosystems, i.e. nexus thinking;	5	Through mainstreaming of SLM and development of SLM related enterprises, SMME's and upgraded value chains, the project aims to facilitate the mainstreaming of a circular economy. The project is already focussed on this aspect and, as an additional opportunity, the importance of the project's outcomes is magnified amidst the current global crisis. The importance of this project, in line with shifting priorities towards securing circular economy supply chain approaches is therefore significantly enlarged.	
Minimize waste that threaten GEBs by contributing to POPs and GHG emissions	3	There is an opportunity to ensure the consideration of minimising waste that threaten GEBs by contributing to POPs and GHG emissions be threaded through risk management and implementation protocols.	The project ESMF has proposed the development of a **Waste Management Protocol and Checklist** to be adhered to by all project proponents. Please see ESMF for further details.
Avoiding/reducing freshwater pollution which has risen dramatically during COVID19 due to rise in use of disposables, particularly in the medical and food sectors.	3	There is an opportunity to ensure the consideration of COVID 19 related impacts be mitigated through appropriate responses.	The project ESMF has proposed the development of a **Water Resources Management Protocol and Checklist** to be adhered to by all project proponents. Please see ESMF for further details.
Promote energy efficiency improvements and low- and zero-carbon technologies such as renewable energy and electromobility, while not increasing the use of harmful chemicals	3	There is an opportunity to ensure the consideration of energy efficiency improvements be threaded through risk management and implementation protocols.	The project ESMF has proposed the development of a **Project Benefit Allocation Checklist** to be adhered to by all project proponents. Please see ESMF for further details.

Risk/Opportunity Description	Likelihood[3]	Description of Likelihood	Action/Mitigation Measure
and ensuring the ability to recapture and recycle materials at the end of life;			

9.5. Detailed Project Budget

In separate Excel submission.

9.6. Procurement Plan

In separate Excel submission.

9.7. Terms of Reference for PMU

SLM Project Manager, Full-time

Background

The United Nations Environment Programme (UNEP); Country Office: South Africa is seeking to appoint an experienced Project Manager to serve the project. He/she will be a nationally recruited professional managed by UNEP, dually reporting to both the UNEP South Africa Country Office and the Department of Environment, Forestry and Fisheries (DEFF). He/she shall be responsible for the overall project management of the project and will work under the supervision of UNEP and in as well as in close collaboration with DEFF.

The Project Management Unit (PMU) will be headed up by a Project Manager (PM), working out of UNEP. The PM will take charge of all outcomes under Project Document. The PM will also have managerial responsibilities vis-à-vis the approval of payments within UNEP's system.

In view of her/his responsibilities to deliver these outcomes, the PM should be an expert in sustainable land management (SLM), the financing thereof and all related institutional aspects, in addition to having the required experience in management of this type of project. The post of PM will be a full-time post over the project lifespan. This is a critical position, and it is important that person filling this position has a continuous global view of the overall project.

The PM shall be in overall charge and have overall responsibility for the PMU. The execution of the PM's duties in the PMU will be supported by a Technical Administration Officer. She/he will be responsible for the day-to-day running of the PMU, under the supervision of UNEP and DEFF. The PM is ultimately responsible for organizing and overseeing delivery on all aspects and activities of the Project.

Summary of Key Functions

- Participates in the development, implementation and evaluation of assigned programmes/projects, etc.; monitors and analyzes programme/project development and implementation; reviews relevant documents and reports; identifies problems and issues to be addressed and proposes corrective actions; liaises with relevant parties; identifies and tracks follow-up actions.
- Performs consulting assignments, in collaboration with the client, by planning facilitating workshops, through other interactive sessions and assisting in developing the action plan the client will use to manage the change.
- Researches, analyzes and presents information gathered from diverse sources.
- Assists in policy development, including the review and analysis of issues and trends, preparation of evaluations or other research activities and studies.
- Undertakes survey initiatives; designs data collection tools; reviews, analyzes and interprets responses, identifies problems/issues and prepares conclusions.
- Prepares various written outputs, e.g., draft background papers, analysis, sections of reports and studies, inputs to publications, etc.
- Provides substantive support to consultative and other meetings, conferences, etc., to include proposing agenda topics, identifying participants, preparation of documents and presentations, etc.
- Undertakes outreach activities; conducts training workshops, seminars, etc.; makes presentations on assigned topics/activities.
- Participates in or lead field missions, including provision of guidance to external consultants, government officials and other parties and drafting mission summaries, etc.

- Coordinates activities related to budget and funding (programme/project preparation and submissions, progress reports, financial statements, etc.) and prepares related documents/reports (pledging, work programme, programme budget, etc.).
- Performs other duties as required.

Specific Duties

The PM will have the following specific duties:

- Manage all components of the PMU, its staff and project budget.
- Prepare an Annual Work Plan of the project on the basis of the Project Document, under the general supervision of the Project Steering Committee and guidance by UNEP and DEFF.
- Coordinate and monitor the activities described in timely and efficient manner in accordance with the work plan.
- Flag any risks emerging during the project implementation that will hamper timely progress of the project implementation or successful delivery of intended outputs and outcomes.
- Direct and be ultimately responsible for project monitoring, evaluation and reporting processes.
- Oversee the development of information management tools to ensure evaluation, monitoring and replication activities.
- Monitoring and Evaluation (M&E) functions
- Oversight of ESMF.
- Ensure project compliance with all UNEP and GEF policies, regulations and procedures.
- Ensure consistency between the various project elements and related activities provided.
- Coordinate and oversee preparation of the substantive and operational reports from the project.
    - Foster and establish close linkages with relevant projects in South Africa, regionally and internationally, and with other related GEF programs where applicable.
    - Represent the project at meetings and other project-related forums in South Africa, and within the region and globally, as required; and
    - Submit quarterly reports of relevant project progress and problems to UNEP, DEFF and the Project Steering Committee.

Results Expected

Develops, implements, monitors and evaluates assigned programme/projects. Provides thorough, well-reasoned written contributions, e.g., background papers, analysis, sections of reports and studies, inputs to publications, etc. Develops and maintains effective working relationships. Promulgate coherent policies, and consistent adherence to these by clients. Efficient use of resources.

Education

At least a Master's Degree in Agricultural Production, Environmental Management, Resource Economics, Biodiversity Management, Value Chain Development, or Environmental Law

Experience

- At least 10 years of Project Management experience, showing a progressive increase in scope and responsibilities.
- Demonstrated coordination and project leadership skills, and ability to multi-task.
- Demonstrated experience on institutional and policy matters, and technical knowledge on aspects relating to SLM.
- Familiarity with the goals and procedures of government institutions, including those of IUCN, UNEP, DEFF and GEF as it relates to the Project goals and objectives.
- Availability for extensive domestic travel.

• Ability to work under high pressure.
Language
Excellent command of English and good communication skills.
UNEP Job Profile Code
Programme Officer – NO-B

Technical Administration Officer, Full-time

Background
The United Nations Environment Programme (UNEP); Country Office: South Africa is seeking to appoint an experienced technical administration Officer to serve the project. He/she will be a nationally recruited professional managed by UNEP, dually reporting to both the UNEP South Africa Country Office and the Department of Environment, Forestry and Fisheries (DEFF). He/she shall be responsible for supporting the management of the project and will work under the supervision of the Project Manager The Project Management Unit (PMU) will be headed up by a Project Manager (PM), working out of UNEP. The PM will take charge of all outcomes under Project Document. The PM will also have managerial responsibilities vis-à-vis the approval of payments within UNEP's system. In view of her/his responsibilities to deliver these outcomes, the technical administration office should be a competent in sustainable land management (SLM), the financing thereof and all related institutional aspects. The post of technical administration officer will be a full-time post over the project lifespan. This is a critical position, and it is important that person filling this position has a continuous global view of the overall project. The technical administration will assist the Project Manager in the coordination and execution of the project components.
Summary of Key Functions
• Assists in the coordination of programme/project planning and preparation work for, typically, a medium-size and complex component of the departmental programme/project initiatives; monitors status of programme/project proposals and receipt of relevant documentation for review and approval. • Compiles, summarizes, and presents basic information/data on specific programmes/project and related topics or issues. • Monitoring and Evaluation (M&E) functions • Oversight of ESMF. • Reviews project documents, especially cost plans/budgets, for completeness and compliance with relevant rules and procedures prior to submission for final approval and signature; identifies inconsistencies; distributes project documents to relevant parties upon approval. • Reviews budget revisions; verifies availability of funds; ensures necessary approval and entry in computerized budget system. • Serves as focal point for administrative coordination of programme/project implementation activities, involving extensive liaison with a diverse organizational units to initiate requests, obtain necessary clearances, process and follow-up on administrative actions, e.g. recruitment and appointment of personnel, travel arrangements, training/study tours, authorization of payments, disbursement of funds, procurement of equipment and services, etc. • Compiles, summarizes and enters data on project delivery; drafts related status reports, identifying shortfalls in delivery, budget overruns, etc., and brings to the attention of management. • Drafts correspondence on budget-related issues and prepares and updates periodic reports, briefing notes, graphic and statistical summaries, accounting spreadsheets, etc.

• Provides general office assistance; responds to complex information requests and inquiries; reviews, logs and routes incoming correspondence; sets up and maintains files/records; organizes meetings, workshops; handles routine administrative tasks, such as maintaining attendance records, assessing telephone billing, etc. • Provides guidance/training to new/junior staff. • Performs other duties as assigned.
Results Expected
Provides reliable administrative coordination of programme/project planning and preparation activities and general office support services. Processes work and requisite follow-up accomplished under some supervision, seeks advice from and/or reporting to supervisor as needed. Accurately prepares reports. Consistently applies appropriate policies, guidelines and procedures. Effectively and in a timely manner, liaises and interacts with colleagues and concerned parties internally and externally.
Education
High school diploma or equivalent. Must have passed the United Nations Administrative Support Assessment Test (ASAT) at Headquarters or an equivalent locally administered test at Offices Away.
Experience
• Several years of experience in programme or project administration, technical cooperation or related area. Demonstrated experience on institutional and policy matters, and technical knowledge on aspects relating to SLM. • Familiarity with the goals and procedures of government institutions, including those of IUCN, UNEP, DEFF and GEF as it relates to the Project goals and objectives. • Availability for extensive domestic travel. • Ability to work under high pressure.
Language
Excellent command of English and good communication skills.
UNEP Job Profile Code
Programme Assistant – GS-5

9.8. Signed Co-financing Letters

Separate Submission.

9.9. GEF Operational Focal Point Endorsement Letter

Separate Submission.

9.10. ESMS Screening Report (including ESMS Questionnaire)

Separate Submission.

9.11. Environmental and Social Management Framework (ESMF)

Separate Submission.

9.12. Gender Action Plan Framework

Separate Submission