



SIEA-2018-14832

Mid-term evaluation of the "Preserving threatened species, their habitats and the people depending on them. Building on the experience and success of SOS – Save Our Species" programme

FINAL REPORT

European Commission

Date: 07 July 2023

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ACRONYMS

CSO	Civil Society Organisation
EU	European Union
EQ	Evaluation questions
ET	Evaluation team
IUCN	The International Union for Conservation of Nature
M	Million
MTE	Mid-term evaluation
PA	Protected Area
RE	Regional Expert
SO	Specific Objectives
SOS-AWI	SOS-African Wildlife Initiative
TOR	Terms of Reference
TAG	Technical Advisory Group
TL	Team Leader

Executive summary

The SOS-African Wildlife Initiative started in 2017 with the financial support of the EU. It joined several other ongoing initiatives of the SOS programme run by IUCN. Its approach focused on four key Expected Results: i) conservation of endangered species; ii) strengthening the capacity of CSO; iii) increasing the number of people aware of the wildlife extinction crisis and iv) securing new sources of funding.

The **main achievements** of the SOS-AWI are:

- A total of 91 grants (10,8 M€) have been awarded to 81 CSO to implement conservation projects. Seventy percent of the grantees were national CSO (versus 30% international CSO). As of mid-2023, 74 projects have been completed and 17 are ongoing. Only 2 projects have been terminated before due time (due to security reasons);
- The four most important types of activities implemented by the projects have been “Law enforcement” (50% of the projects had at least one Expected Results (ER) dedicated to this type of activity), “Collection and analysis of biological data” (46%), “Community development” (27%) and “Attenuation of Human-wildlife conflict” (27%);
- The level of achievement of the projects is very satisfactory: 50% of the projects have fully achieved all their ER while there is at least one ER rated “Partially achieved” for the other half of the projects. When all the ER of the projects are pooled, 74% of them have been fully achieved while 25% have been partially achieved. Only one ER was not achieved;
- Various activities have been implemented by the programme to strengthen the capacities of CSO, particularly in terms of project design, grant application, fundraising techniques and financial management and reporting. A third of the grantees said that the SOS programme has helped strengthen the capacity of their organisation;
- The programme adjusted its support to CSO in the field of grant management and reporting according to the CSO capacity (evaluated when the grants was awarded). This shows that the programme had an adaptive management approach which is very relevant given the different profiles of CSO it worked with.
- The programme was very reactive during the Covid-19 pandemic in creating a dedicated type of grant (Rapid Action Grant) which shows that the programme was adaptable.
- Many communication actions have been developed, both on the programme itself and on the wildlife extinction crisis. The number of people using the communication tools (newsletter, web site, social media, etc.) has increased over time;
- The running costs of the programme remained reasonable (25% including IUCN overhead costs) given the extent of its activities.

The main **difficulties and limitations** encountered by the programme have been:

- The programme was put on hold for one year. When the activities resumed, some projects’ objectives and activities were outdated which forced the CSO to modify their projects;
- Many CSO (especially the smaller ones) found it difficult to comply with the financial management and reporting requirements of the grant contract. Accordingly, the Secretariat dedicated a lot of resources in supporting the CSO to fulfil their obligations (which in some case increased their capacity);
- Given the financial management and reporting requirements of the grant contract, the programme grants are not accessible for very small and/or young CSO;
- The time frame of the grants (two years for the TSG and one year for the RAG) was very short, especially when one considers the nature of projects (conservation of species with slow population dynamic);
- The EU delegations were not always informed about the project implementation and results;

- Many CSO reported having received the final instalment of the grant several months after the completion of the project. This has posed serious funding problems for small CSOs with little or no cash flow.

Despite these limitations, the ET think that the SOS-AWI programme was very instrumental in supporting the conservation of threatened species and strengthening the CSO in Africa.

Based on the results of the evaluation, the ET would like to make the following key recommendations:

- 1- **The SOS-AWI programme must not be subsumed within another EU programme**, in particular NaturAfrica. Many threatened species need specific actions that can not necessarily be covered by programmes operating at a landscape scale and addressing a large number of issues.
- 2- **A second phase of SOS-AWI programme is recommended** to build on the success of the first phase. Working with large mammals (with slow population dynamics) requires time to deliver results.
- 3- **The duration of grants must be extended**. The current timeframe (2 years for TSG and one year for RAG) is very short when working with the conservation of large mammals. TSG should be extended to 3 years and RAG to 2 years.
- 4- **Communication mechanisms between the programme and the EU delegations** about the project implementation and results must be put in place. As the workload of staff in the EU delegation is high, a balance must be found between “too little” and “too much” information.
- 5- **Both the technical and financial reporting system must be alleviated**, especially for short projects (1 year).

1 Introduction

1.1 The SOS- African Wildlife Initiative (SOS-AWI)

The SOS-Save Our Species programme, designed and run by IUCN, is dedicated to the protection and restoration of threatened species. It was started in 2010 and has a dedicated Secretariat made up of 11 people.

The programme has so far developed seven specific themed approaches with a dedicated donor, called *Initiative*. The European Union has been funding the *African Wildlife Initiative* (SOS-AWI) since 2017. It is scheduled to last until January 2025.

The SOS- African Wildlife Initiative (SOS-AWI) has two specific objectives (SO):

- SO1: Strengthen the civil society organisations (CSO) which are committed to biodiversity conservation (in particular threatened species and habits and the dependent people);
- SO2: Demonstrate impact of conservation actions on threatened species and their habitats in Africa, in particular large carnivores.

Initially, the focus of the SOS-AWI was on large carnivores, but it was extended to all threatened species (under some conditions).

The four expected results of the SOS-AWI programme are:

- ER1: Threatened species and habitats are conserved;
- ER2: The capacity of CSOs for the application and management of relationships with donors and governments has increased;
- ER3: An increasing number of people are aware of the wildlife crisis and the work carried out by CSOs;
- ER4: The funding mechanism established by IUCN is sustained and used by an increased number of donors.

1.2 Objective of the Mid-term evaluation (MTE)

The objective of this assignment is to conduct mid-term evaluation (MTE) of the SOS-AWI. The Terms of Reference (ToR) of the MTE is presented in **Annex 1**.

The mid-term evaluation (MTE) focuses on the assessment of the achievements, the quality and results of the intervention and the contribution towards the achievement of the Sustainable Development Goals.

The objectives of this MTE are twofold:

- an assessment of the performance of the SOS-AWI programme;
- the identification of key lessons learnt, in order to improve current and future interventions.

In order to guide the MTE, nine (9) preliminary evaluation questions (EQ) have been proposed in the ToR and validated after the kick-off meeting held in January 2023 with DG INTPA. The 9 EQ can be divided into four (4) levels of analysis:

1. **Policy:** *To what extent is this project coherent with the EU policy and strategy in the field of biodiversity?*
This relates to questions EQ1 and EQ2;
2. **Operational:** *To what extent have the implementation mechanisms of the programme been effective and efficient?* this relates to EQ3 and EQ4;
3. **Impact:** *What are the main achievements of the programme and are they sustainable?* This issue relates to EQ 5 and EQ6. This can be treated at three sub-levels:
 - Conservation of threatened species;
 - Capacity strengthening of CSOs;
 - Public awareness about the wildlife extinction crisis.
4. **Visibility:** *Is the programme visible and attractive (in particular for other donors?).* This relates to EQ7 and EQ8

The evaluation will be based on the six DAC criteria plus one EU specific evaluation criterion : the EU added value. In addition, gender equality and adaptation to climate change need to be considered.

2 Methodology

2.1 Evaluation team

The MTE was carried out by an evaluation team (ET) made up of two experts: Dr. David BRUGIERE, Team leader (TL), permanent staff of BRLi Consulting company (France) and Paul DONFACK, Regional expert (RE), independent consultant based in Cameroon. The experience and expertise of the two experts are presented in **Annex 2**.

2.2 Method

The MTE was carried out using a number of investigative tools:

1. Document analysis

A number of key documents were reviewed including logical framework, annual programming and budgets, activity reports, technical reports, steering committee minutes, and communication documents.

2. Interviews

Interviews were conducted with the five (5) main stakeholders of the programme:

- DG INTPA;
- EU Delegations in Africa;
- IUCN SOS programme Staff;
- Project operators (CSO);
- Other project stakeholders (in particular local communities and government agencies).

A total of 102 people were interviewed during face-to-face or remote meetings (see list in **Annex 3**). A questionnaire was sent to interviewees before the meeting.

3. Field visits

A total of six countries were visited by the ET (Table 1). The six countries and their associated projects were selected on the basis of the following criteria:

- the projects had to be located in the **four main geographical zones of Africa** (which corresponds to different ecological zones): Western Africa, Central Africa, Eastern Africa and Southern Africa;
- most projects had to deal with the conservation of **large carnivores** (as this taxon is targeted by the Specific objective #2) but projects focusing on the protection of other threatened taxon (elephants, apes, plants) were also included in the sample;
- **Both TSG and RAG projects** were sampled;
- Given the very limited time dedicated to field visits, **logistical and security constraints had to be considered.**

Based on the above-mentioned criteria, six countries were visited: Cameroon, Congo, DR Congo, Uganda, Zambia and South Africa. The six countries represented a total of 38 projects, ie 41% of all the projects funded by the SOS-AWI programme.

Table 1 : Countries visited by the Evaluation team

Countries	Number of projects	ET Member visiting
Uganda	6	Team Leader (TL)
DR Congo	6	TL
Congo	1	TL
Zambia	6	TL
Cameroon	4	Regional expert (RE)
South Africa	15	RE
Total	38	

Due to time and security constraints, not all the 38 projects were visited in the field. For projects not visited, the operator managing the project (hereafter named “grantee”) was interviewed directly, either during a face-to-face meeting or via a remote meeting. The final (or interim) technical reports of this sample of 38 projects were also reviewed in detail to evaluate the achievement of the projects. The level of achievement mentioned in the report was evaluated against the field visits. The results of this analysis are presented in section 3.2.3.

4. Online survey

A survey of the grantees has been carried out using an online questionnaire. The 88 grantees were invited to fill in the questionnaire via a message sent by email. The questionnaire was made up 20 questions divided into six sections: i) Application, ii) Grant; iii) Project implementation; iv) Capacity building; v) Project technical and financial reporting and vi) Suggestions. The online questionnaire (along with the grantees replies) is presented in section 3.3.

5. Kick-off meetings

Two kick-off meetings were organised: one with DG INTPA on January 18th, 2023 (online) and a second with the SOS Secretariat on January 25th, 2023 (IUCN head office, Gland, Switzerland). These meetings were particularly useful in enabling the team to:

- clarify the scope of the MTE;
- present the proposed methodology of the MTE and finalize the evaluation methodology; especially in relation to the evaluation questions and the program of field visits (country/sites);
- collect key documents on the SOS-AWI.

2.3 Difficulties encountered

The MTE faced a number of difficulties, in particular:

- The man-days dedicated to the assignment according to the ToR (70 man-days that is 35 m-d per expert) were particularly limited, especially when one considers the time needed to visit the projects in the field – most projects are in remote locations and accessing them is very time-consuming;
- Some projects in the countries visited are located in zones of insecurity and as a result are not accessible;
- Most projects are completed and in many cases the person in charge of the project has left the operator. When that situation occurred, the operator's "memory" of the project was found to be incomplete.

3 Findings

3.1 Programme implementation

This section presents information on the implementation of the SOS-AWI programme from its start in 2017 up to early 2023 by providing key facts and figures. This section is factual, and no judgments are formulated.

3.1.1 Programme duration

The SOS-AWI programme started in February 2017 and was initially planned to end in January 2024. A one-year extension was accepted in 2022, pushing back the end of the programme to January 2025.

The programme was put on hold from October 2017 to October 2018 pending the amendment from the European Union.

As of April 2023, out of the 91 projects funded by SOS-AWI, 74 are completed (including 2 terminated before due time due to security reason) and 17 are still ongoing.

3.1.2 Programme governance

The SOS-AWI programme had three governance entities:

- **A Steering Committee** composed of representatives of DG INTPA and SOS secretariat. Its role was set to supervise the implementation of the SOS-AWI programme. It was held once in 2019. Because of the Covid-19 outbreak, no additional committee meetings were organised in 2020 and 2021. Relationships

between DG INTPA and SOS secretariat were based on informal exchanges during that period. The last Steering Committee was held on 17th April 2023 in Brussels.

- **A Secretariat** made up of 11 staff based in the IUCN head office in Switzerland. This secretariat runs the whole SOS programme ie the SOS-AWI and the other seven initiatives. Out of the 11 staff, 2 are working fulltime on SOS-AWI and 7 part-time. Two programme officers are based fulltime in Africa (one in Senegal and one in Kenya). One of the main functions of the two officers is to support the CSOs in the project applications (only shortlisted applications) and, once a grant is awarded, in the implementation of projects. The other staff of the secretariat are also in relation with grantees to provide guidance and elaborate dedicated tools to facilitate project implementation. The Secretariat has issued six annual narrative and final reports – the last available report covers the period February 2022-January 2023.
- A **Technical Advisory Group (TAG)** set with the mandate to review the applications received from the CSO and help the selection of grants. The TAG was made up of 10 voluntary experts, all of them being experts affiliated to the IUCN / Species Survival Commission (from different Specialist Group: Cats SG, Canid CG, Antelope SG, Reintroduction SG, Conservation Planning SG, Sustainable Use SG). Each TSG application was reviewed by three TAG members. The TAG reviewed the applications between one and two months after the end of the call for proposal (cf. Table 3).

3.1.3 Programme budget

The budget of the SOS-AWI programme is 16,1 M€ (after addendum # 5). Grants for CSO account for 71% of this amount while the cost of Secretariat is 20% (human resources + travel+ equipment+ office) or 25% when the IUCN overhead costs are included. Before the signature of addendum #5, the cost of the Secretariat was lower (18% excluding overhead cost), but the addendum extended the duration of the programme by one year (end postponed from January 2024 to January 2025) which automatically increased the cost dedicated to human resources.

Table 2 : Budget of the SOS-AWI programme (as of addendum #5)

Item	Amount €	%
1. Human resources	3 101 500	19,18
2. Travel	147 713	0,91
3. Equipement and supplies	8 290	0,05
4. Local office	16 500	0,10
5. Services	684 350	4,23
6. Grants	11 502 006	71,12
7. Overhead cost	712 907	4,41
Total	16 173 266	100

3.1.4 Project selection and grant awarded

The funding mechanism is comprised of two types of grants:

- Threatened Species Grants (TSG) awarded through periodic Call for Proposals;

- Rapid Action Grants (RAG) awarded through open-ended Call for Proposals and designed as an immediate response to new and emerging threats associated to the Covid-19 Outbreak¹.

3.1.4.1 Support to applicants

The support to the CSO for the preparation of the applications took several forms:

- A number of key documents were prepared by the Secretariat and made available on the SOS web site. These include:
 - Guidelines for Applicants manual
 - FAQ (Frequently Asked Questions) section.
- Applicants had the possibility to ask direct questions to the secretariat and the answers were made publicly available on the SOS web site.

3.1.4.2 Grant awarded

- **Threatened Species Grants (TSG)**

The “Threatened species grants (TSG)” fund has operated using a periodic call for proposal (CFP) mechanism. Three TSG CFP were launched in 2017, 2019 and 2021. A total of 196 applications were received and 148 (76%) were evaluated as eligible by the SOS secretariat. The eligible applications were reviewed by the Technical Advisory Group (TAG) about one month after the end of the CFP for CFP #1 and #2 and two months for CFP #3. Out of the 148 eligible applications, **37 grants were awarded** (25%).

Table 3 : Applications received and awarded on TSG

TSG Call for Proposals (CFP)				Applications				
CFP#	Date open	Date closed	Date of review by TAG	Received	Eligible	Awarded	% Eligible / received	% Awarded / Eligible
CFP 1	04/04/2017	25/05/2017	28-29/06/2017	65	47	10	72	21
CFP 2	11/02/2019	19/05/2019	15-16/07/2019	76	49	15	64	31
CFP 3	03/04/2021	27/06/2021	21-22/07/2019	55	52	12	95	23
Total				196	148	37	76	25

- **Rapid Action Grants (RAG)**

The “Rapid Action Grants” fund was set up as a response to emerging threats (including COVID outbreak) and the disruption it caused in the conservation activities in Africa. It was expanded to all threatened species (including plants) and public entities were also eligible (only in South Africa). The RAG operated using a call for proposal mechanism but, unlike the TAG, the CFP was “open” - it opened on the 1st of January 2019 and closed on the 31st of March 2022. A total of 266 applications were received. They were reviewed continuously by two technical reviewers and one financial reviewer from the Secretariat. A total of **54 grants** were awarded including 15 in South-Africa (20 % awarded/received).

¹ Initially, these grants were to respond to emerging threats and then after the COVID outbreak were re-designed to respond to the impacts of the pandemic

3.1.4.3 Amount allocated

The total amount allocated for the TSG was 6,84 M€ and it was 3,95 M€ for RAG. This brings the total amount allocated in **91 grants to 10,79 M€**. It is noteworthy that two projects were terminated before due time because of security reasons (one in Niger, one in Eritrea). So, **the total number of active grants was 89**.

The **mean amount of TSG was 195 K€ while it was 73 K€ for RAG**. Both TSG and RAG combined, the mean amount of SOS-AWI grants was 121 K€

Table 4: Financial situation of the SOS-AWI (as of January 2023)

Type of Grant	Number	Grant amount requested (EUR)	SOS Funded	
			Amount	Mean
Rapid Action Grants (RAG)				
South African RAG	15	€ 1,313,300.81	€ 1,313,300.81	87 553 €
Non-South African RAG				
CfP2019	6	130,284.40	124,900.00	
CfP2020	20	1,522,367.21	1,522,367.21	
CfP2021	13	990,909.16	990,909.16	
	39	2,643,560.77	2,638,176.37	67 646 €
Total RAG	54	€ 3,956,861.58	€ 3,951,477.18	73 176 €
Threatened Species Grants (TSG)				
CfP 2017	10	4,079,753.48	2,096,656.93	
CfP 2019	15	3,971,667.25	2,785,820.96	
CfP 2021	12	2,649,015.31	2,035,467.98	
Less Terminated *	-2	-140,993.87	-77,350.00	
Total TSGs	35	€ 10,559,442.17	€ 6,840,595.87	195 446 €
Total Grants	89	€ 14,516,303.75	€ 10,792,073.05	121 259 €

3.1.5 Geography of grants

The geographical distribution of the projects in the four African regions shows that the Eastern and Southern regions account for about a third of the funded projects each while Central Africa is the least represented region. A total of 31 African countries benefited from at least one project and South Africa and Kenya, with 15 and 9 projects respectively, were the countries with the greatest number of projects.

Figure 1 : Geographical distribution of the projects (both TSG and RAG)

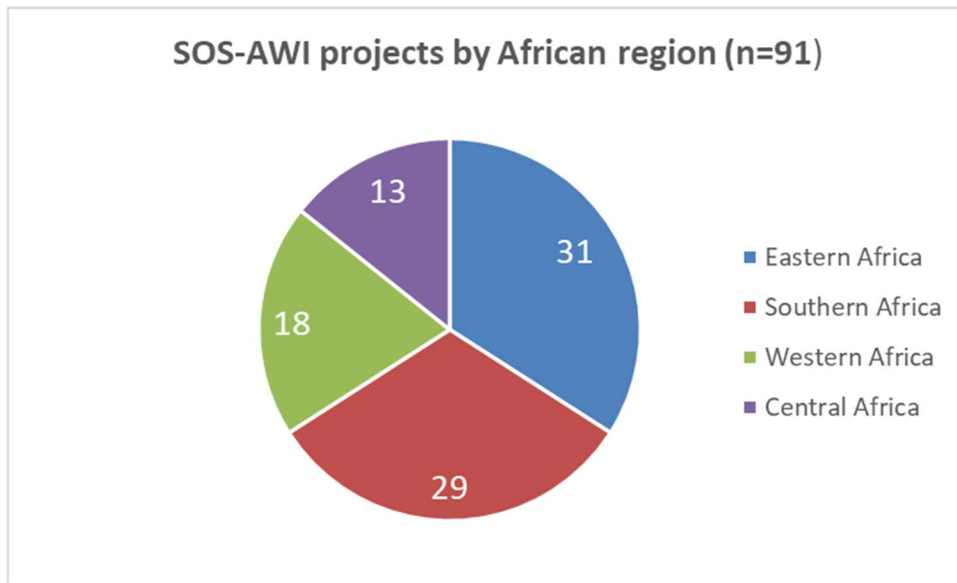


Table 5. Number of projects per country (both TSG and RAG)

Country	Number of projects
South Africa	15
Kenya	9
Niger / RDC	7 (each)
Uganda / Zambia	6 (each)
Ethiopia / Cameroon / Tanzania	4 (each)
Ivory Coast / Madagascar / Namibia	3 (each)
Botswana / Chad / Rwanda / Zimbabwe	2 (each)
Angola / Congo / Eritrea / Gabon / Ghana / Guinea / Liberia-Sierra leone / Malawi / Sierra leone / Somalia/ Senegal / Senegal-Guinea Bissau – Gambia / Togo	1 (each)

3.1.6 Profile of Grantees

A total of **81 grantees** received TSG and RAG from SOS-AWI. All grantees were CSO with one exception: the south-African agency in charge of the management of national parks (*South African National Park*) received one RAG (72 554 €). The vast majority of grantees were awarded a single grant but 8 CSO received two grants and one CSO (Endangered Wildlife Trust, based in South Africa) received three grants.

Grantees were comprised of nationally based CSO (in general with activities limited to the country of residence) and internationally based CSO (in general with activities in several countries). A total of 70 % of the grants were

awarded to nationally based CSO and 30% to internationally based CSO. The latter category includes “big” international NGOs like *Wildlife Conservation Society*, *BirdLife International* or *Fauna & Flora International*.

Table 6: Type of grantees

Type	n	%
Nationally-based	57	70
International (abroad based)	24	30
Total	81	100

3.1.7 Capacity building

The main activities implemented by the SOS secretariat to strengthen the capacity of the grantees were as follows:

- Training session in West Africa (in collaboration with IUCN-PACO) on project development and management (5-8 November 2019). This workshop was initiated because few applications were received from the west and central African regions after the first (2017) and second (early 2019) TSG CFP. This training session resulted in an increase in the number of applications received from these two regions on the third CFP in 2021;
- Workshop on capacity building on proposal writing and fundraising techniques for francophone West and Central African countries, 3-8 June 2021. The workshop was attended by 28 participants from both Anglophone and francophone countries. Some participants subsequently submitted a proposal to the 3rd TSG CFP.
- Workshop on Human-Wildlife conflict in Tanzania, 28th-31st January 2020 led by the chair of the IUCN/SSC Human-Wildlife Conflict task Force. This workshop was attended by 19 participants from 11 countries (including existing and aspiring grantees alike).
- Webinars sessions on:
 - Community livelihoods (10th November 2021)
 - “Detecting and managing wildlife diseases” (2nd June 2022)
 - “Human-wildlife conflict and the post-2020 global biodiversity framework” (24th November 2022).
 The webinars were animated by grantees who presented their work and lessons learnt from ground actions.

In addition to the above-mentioned technical support, other types of support were developed to strengthen the capacity of grantees. These included:

- Inception calls;
- Regular calls (on technical and financial issues);
- Field visits by SOS secretariat staff

It is noteworthy that the Due Diligence process enabled the capacity of grantees to be evaluated by the SOS secretariat. The technical and financial reporting from the grantees to the Secretariat and the support from the

Secretariat to the grantees were adjusted according to the Due Diligence evaluation: for grantees with weak capacity, the financial reporting was made every 3 months; for grantees with good capacity, the reporting was made on a 6-monthly basis.

3.1.8 Communication & visibility

An important number of activities were developed by the SOS-AWI secretariat in the field of communication and visibility. These include (non-exhaustive list):

- Development of a Communication and Visibility Plan in 2017;
- Production of an online newsletter (named "A call of the wild") produced every two-months since 2017;
- Creation in 2018 of a dedicated page on the SOS-AWI on the SOS web site;
- Development of SOS Twitter, Instagram and Facebook communities;
- Participation in the festival: WildscreenFilm Festival in Bristol, October 2018;
- Development of the Grantee Communications Guidelines in 2019;
- Participation in the CoP of environmental conventions: CMS, CBD, CITES;
- Participation in the IUCN World conservation congress and African Protected Areas Congress.

3.1.9 Funding leverage

The SOS secretariat managed to secure limited additional funding to fund conservation activities in line with the SOS-AWI. This included a donation of 50 000 € from the Balenciaga company.

However additional funds were secured for the other initiatives run by the SOS Secretariat. This included a grant of 7.5 M€ in 2020 and 12.5 M€ in 2022 from the KfW for the Tiger programme; 9.5 M€ secured for the Lemur initiative in 2023, SOS Central Asia (750,000 CHF), SOS Gibbons (950,000 CHF) in 2018 from a private foundation and 800 000 € received in 2021 from an international company for the sturgeon programme,

3.2 Project implementation by grantees

This section presents the results of the analysis of the 38 projects located in the six countries visited by the MTE. The 38 grants were allocated to 31 operators, including 30 CSO and one national parastatal agency (*South African National Parks*). A total of 27, 5 and 1 operators received one, two and three grants, respectively.

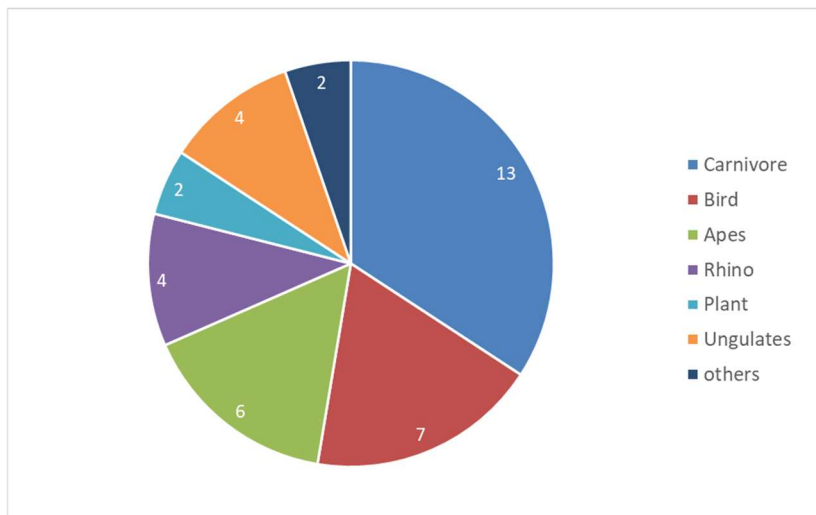
Out of the 38 projects, 30 are completed and 8 are still ongoing. Pooled together, the 30 projects are made up of 95 Expected Results as indicated in their logical framework. The 30 completed projects and their associated 95 Expected Results form the basis of some statistical analysis presented below.

3.2.1 Projects

- *Species focus*

Out of the 38 projects, projects focusing on the conservation of carnivores, account for one third of the projects followed by bird projects (18%) and ape projects (16%). It is important to note that bird, rhino and plant projects are located in South Africa only.

Figure 2 : Number of projects according to their species focus (n=38)



- **Categorization of the Expected Results**

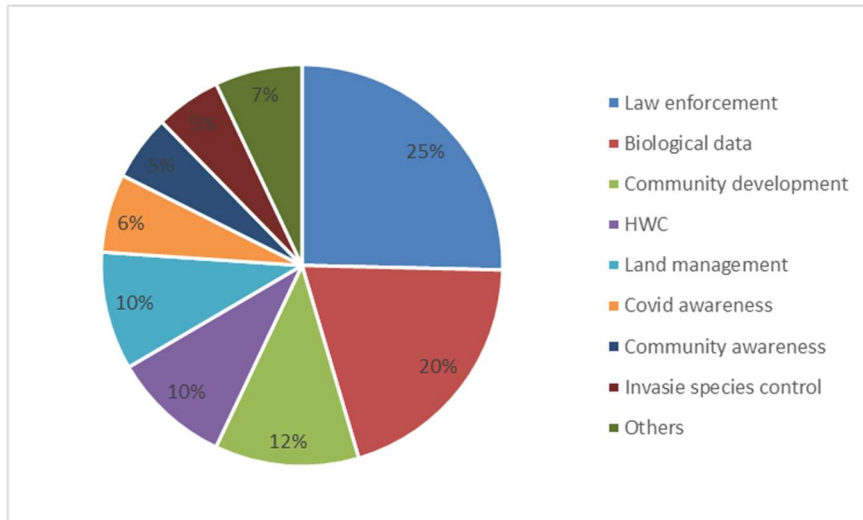
Although each project funded by SOS-AWI had a single global objective, each had several Expected Results. These Expected Results (ER) covered the different types of activities deemed necessary to be implemented to achieve the objective of the project. In general, one ER included activities of the same nature, for example law enforcement or bio-monitoring activities.

To get a detailed view of the activities implemented by the 30 completed projects, their ER have been categorised according to the type of activities they referred to. Results (Table 7) show that the majority of the projects had at least one ER dedicated to “Law Enforcement” and at least one to “Collection and analysis of Biological data”. Community development was an ER of 8 of the 30 projects while 6 projects had one ER dedicated to the attenuation of Human-Wildlife conflicts. When the analysis was conducted at the ER level (figure 3), the results did not change: “Law Enforcement”, “Collection and analysis of Biological data” and “Community development” are the three most represented ER in the projects sampled.

Table 7 : Number of projects with at least one Expected Results dedicated to selected types of activities (n= 30 completed projects)

Types of activities	n	%
Law enforcement	15	50
Collection and analysis of biological data	14	46
Community development	8	27
Human Wildlife Conflict	6	20
Invasive species control	5	17
Community awareness	5	17
Covid awareness	4	13
Land management	4	13
Institutional support	4	13
Communication to general public	2	7

Figure 3 : Categorisation of the Expected Results (n=95) of the 30 completed projects



3.2.2 Profile of Grantees

- Type

A total of 75% of the grants were awarded to national operators (n= 22 CSO + n=1 parastatal agency). The eight international CSO are *Wildlife Conservation Society (USA)*, *the Zoological Society of London (UK)*, *The Aspinall Foundation (UK)*, *Fauna & Flora International (UK)*, *Birdlife (UK)*, *the West of England Zoological Society (UK)*, *the Royal Society of Antwerp (Netherland)* and *Association Project Conservation des Grands Singes (France)*.

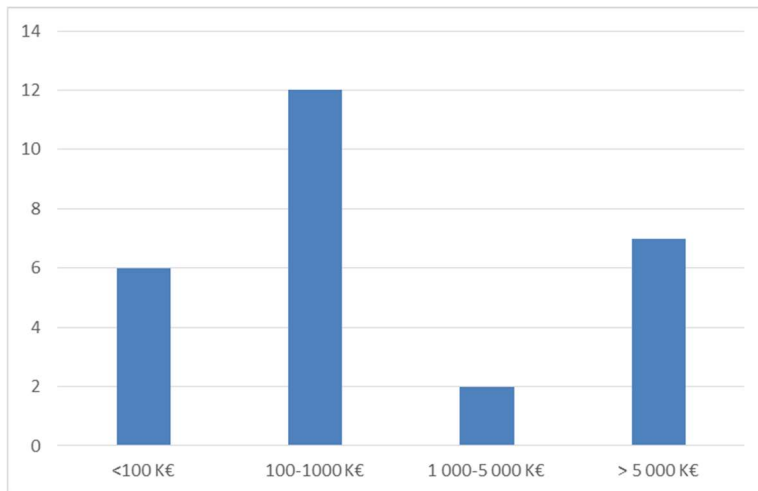
Table 8 : Type of grantees

Type	n	%
National	23	75
International (abroad based)	8	25
Total	31	100

- Annual budget

The graph below shows the annual budget of the operators benefiting from the SOS-AWI grants (n= 27, data missing for four operators). There are six (22%) small operators (annual budget < 100 K€), 12 (44%) medium-sized operators (100 – 1 000 K€) and 9 big and very big operators (> 1 000 K€). The operator with the biggest annual budget is *Wildlife Conservation Society* with a global annual budget of about 266 M€ followed by the national parastatal agency *South African National Parks* with an annual budget of 112 M € .

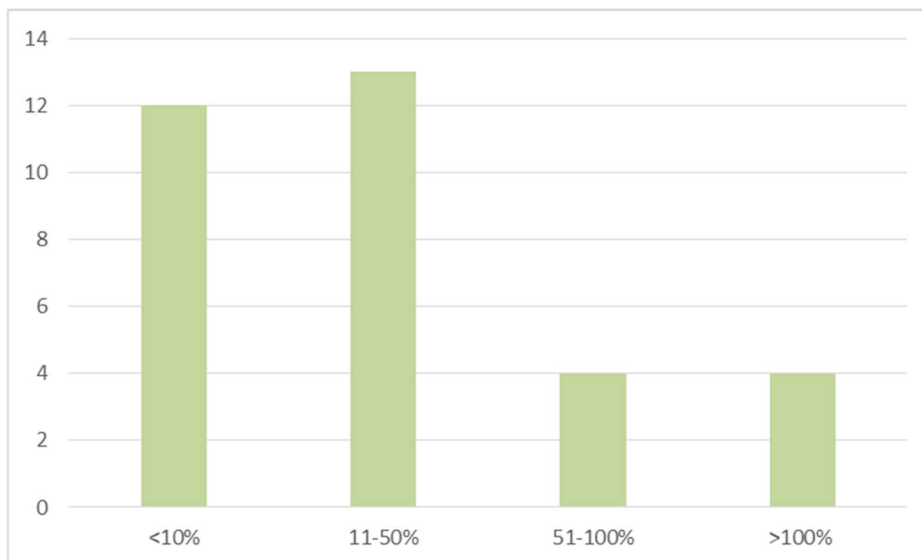
Table 9 : Annual budget of the grantees (n= 27)



- **Ratio "grant/annual budget"**

The analysis of the ratio "grant / annual budget" shows that the SOS-AWI grant accounted for less than 10% of the annual budget for 12 (36%) operators and was comprised of between 11 % and 50 % for 13 (39%) operators. Interestingly, the grant exceeded the annual budget for four operators (one in DR Congo and three in South Africa).

Table 10 : Ratio " grant/ annual budget" (n=27)



3.2.3 Project achievement

We analysed the achievement of the 30 completed projects (8 out the 38 projects are still ongoing) by reviewing the level of achievement of their Expected Results (ER). Each ER is made up of several Outputs. We reviewed the rating of each Output mentioned in the Final Technical Report (the template of the report allows the Output to

be rated “Achieved”, “Partially achieved” and “Not achieved”). An ER was categorized “Achieved” when all its associated Outputs were rated “Achieved”; if not, it was categorized “Partially achieved”. For the projects visited in the field, we also assessed whether the rating mentioned in the final report was deemed correct or not.

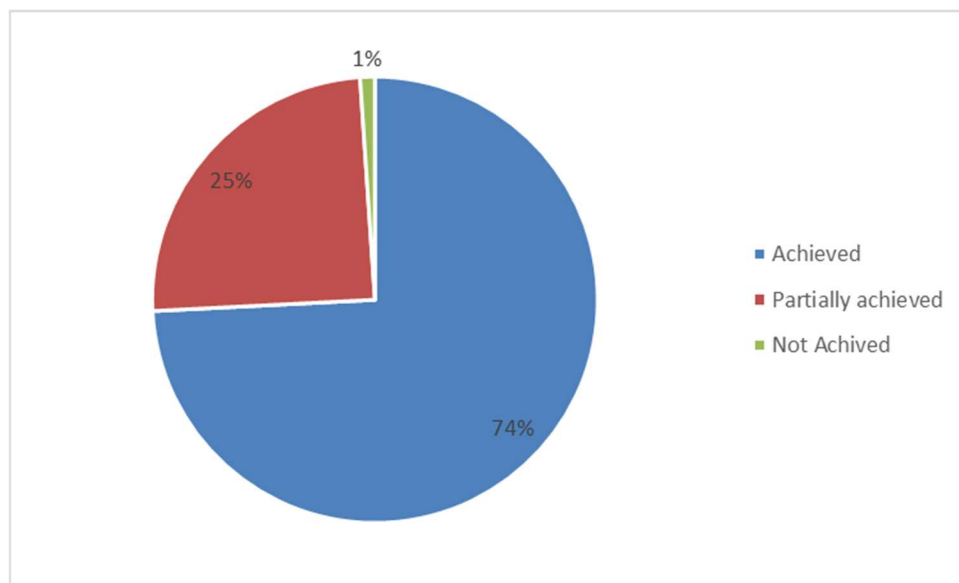
Half of the projects have fully achieved all their ER while there is at least one ER rated “Partially achieved” for the other half of the project. When all the ER of the projects are pooled, the analysis shows that 74% of them have been fully achieved while 25% have been partially achieved. Only one ER was not achieved.

This analysis, which is corroborated by the field visits, show that the implementation of the 30 sampled projects has been largely successful and that their objectives have been achieved.

Table 11: Level of achievement of the completed projects (n=30)

Completed project	n	%
Project with all Expected Results rated “Achieved”	15	50
Project with at least one Expected Result rated “Partially achieved”	15	50
Total	30	100

Figure 4: Level of achievement of the Expected Results (n=95) of the 30 completed projects



3.3 Results of the survey of operators

Out of the 81 grantees, a total of 38 grantees (47%) replied to the online survey. The review of the grantees’ answers shows that:

- a vast majority (78 %) of grantees found the tools developed by the SOS secretariat to facilitate the grant application appropriate;
- although a majority of grantees received the grant in due time, a third did not;
- a majority of projects had started before the SOS grant was awarded;
- a vast majority (79%) of grantees consider their project as successful;
- the majority of projects (84%) have continued after the end of the grant;
- a third of the grantees consider that the SOS programme has helped strengthen the capacity of their organisation;
- although 42% of the grantees consider the technical reporting as acceptable, 39% regard the financial reporting as too heavy.

Table 12 : Result of the online survey (n=38 respondents)

Question	Answer (%; n=38)			
1- Application				
a) How would you rate the format of the application dossier to apply for SOS grants?	Easy	Moderately easy	Moderately difficult	Difficult
	11	58	29	3
b) How would you rate the tool (Guidance for Applicants, FAQ, questions via email) proposed by the SOS Secretariat to facilitate the application	Weak	Moderately appropriate	Appropriate	/
	0	21	78	
c) How would you rate the comments made by the Technical Advisory Group on your proposal?	Poorly relevant	Relevant	Very relevant	Other answer.
	0	61	34	5
2- Grant				
a) Do you think that the amount of the grant was appropriate or below/above the needs of your project?	Below	Appropriate	Above	
	16	84		
b) Do you think that the time frame of the grants (2 years) was appropriate or below/above the needs of your project?	Below	Appropriate	Above	Other answer.
	37	55	0	8
c) Did you receive (from IUCN) the grant in due time?	Yes	No		Other answer.
	63	32		5
3- Project				
a) Had your project started before receiving the SOS grant	Yes	No		Other answer.
	50	42		8
b) If the SOS grant was awarded to an ongoing project, what did the SOS grant amount represent in the global amount of the project?	< 33%	33-66%	>66%	Other answer
	13	29	16	42
c) To what extend were the project activities gender-oriented?	Low	Moderately	Highly	Other answer
	18	47	26	8
d) To what extent do you consider that your project was successful?	Unsuccessful	Moderately successful	Successful	Other answer.
	0	13	79	8
e) Did your project continue after the completion of the SOS grant?	Yes	No		Other answer.
	84	3		13

4- Capacity building				
a) Did you benefit from any form of support from the SOS secretariat to strengthen the capacity of your organisation?	Yes	No		
	61	39		
b) To what extent has the SOS programme helped your organisation to strengthen its capacity	Low	Moderately	Highly	Other answer.
	24	37	24	16
5- Project reporting				
a) How would you rate the technical reporting system of the SOS grant?	Too heavy	Acceptable	Appropriate	
	21	39	39	
b) How would you rate the financial reporting system of the SOS grant?	Too heavy	Acceptable	Appropriate	
	39	42	18	
c) How flexible was the application reporting system of the SOS grant in terms of periodicity or dateline?	Too heavy	Acceptable	Appropriate	Other answer.
	13	47	34	5

4 Answer to the key evaluation questions

4.1 Relevance

EQ #1: *To what extent does the intervention remain relevant in the context of the NaturAfrica approach and INTPA geographisation approach?*

The NaturAfrica (NA) initiative takes a people-centred multi-sectoral landscape approach delivering local economic development, better livelihoods and more security while preserving ecosystems and wildlife. It focuses on a series of Key Landscapes for Conservation and Development (KLCD) which are of high biodiversity importance and where sustainable socio-economic opportunities can be developed with local communities. The approach is thus built around three pillars:

1. *Conservation* - preserving the natural capital
2. *Development* - green economy and socio-economic development
3. *Governance* - landscape governance, stakeholder inclusivity, sustainable finance.

A series of assessments / feasibility studies have selected six transboundary regional landscapes. These are:

- Forest ecosystems of the Congo basin (ECOFAC funding)
- Moist Guinean forests of West Africa (B4Life + F4 facilities experts)
- Sudano-Sahelian savannahs of West Africa (PAPBio funding)
- Transhumance landscapes of Northern Cameroon-CAR-Chad (B4Life experts);
- Eastern Rift savannahs and watersheds of Eastern Africa (B4Life experts);
- Transfrontier conservation areas of Southern Africa (TCF3 funding)

Actions in NA landscapes will be implemented by a consortium of non-state operators, the latter generally having collaboration agreements with the state service in charge of biodiversity protection. This consortium is contracted by a delegation of the European Union and the leader is generally a large NGO capable of managing significant funds.

By its very nature, the NaturAfrica approach deals with global issues, in particular the management of protected areas (PA), community development in the periphery of PAs, tourism development, natural resource management and land use planning. The protection of endangered species is not at the core of NaturAfrica intervention, even if some species can benefit from the improvement of the management of protected areas (notably through the strengthening of law enforcement). Nevertheless, some species require very specific actions, not necessarily covered by basic PA management operations. It is not certain that these actions can be accommodated in a programme like NaturAfrica because of its broad geographical base and the multitude of issues it addresses.

In fact, the **SOS-AWI and NaturAfrica programmes are complementary, not redundant**, each programme working at different scales and on different themes. Despite the development of NaturAfrica, we believe that the **SOS-AWI programme remains highly relevant** for several reasons including:

- SOS's "species-people" approach is not necessarily covered by NaturAfrica;
- SOS-AWi works on a smaller and more specific scale than NaturAfrica;
- While SOS-AWI has a capacity building mandate to CSOs, especially medium-sized ones, NaturAfrica intervenes through large CSOs (capable of managing large amounts of funding) and *de facto* ignores small and medium-sized CSO.

- SOS-AWI's visibility to the general public is certainly higher than NaturAfrica due to the higher media profile of charismatic threatened species, notably large carnivores and apes;

If the SOS-AWI approach was to be subsumed under NaturAfrica, we believe that there is a risk of loss of effectiveness due to a "dilution" of the species approach into a more global approach.

Criteria	Evaluation rating
Relevance	Highly satisfactory

4.2 Coherence

EQ #2: *To what extent does the intervention complement and reinforce other conservation initiatives, in particular the interventions led by the EU Delegations in Sub-Saharan Africa?*

The internal coherence of the SOS-AWI programme is very good: the four Expected Results of the SOS-AWI complement each other, and their associated activities operate in strong synergy.

As far as the external coherence is concerned, the ET found that the SOS-AWI complements and reinforces other initiatives, in particular those led by the EU delegations. The general situation that the ET found is that the EU delegation fund general environmental protection projects such as support to protected areas management, sustainable natural resources use, local development with communities and environmental governance. The conservation of threatened species is sometimes included in these types of projects (as a dedicated component), but it is never the main focus. This is certainly because the EU delegations have a mandate to support the economic, social and environmental development of the beneficiary countries and, in that context, the scope of species-oriented projects appear too restricted. In addition, the expertise to support the instruction and implementation of such "narrow" projects is not necessarily found in the EU delegations. A species-approach programme such as SOS therefore complements the initiatives supported by the EU delegations very well.

The level of communication between the SOS-AWI programme, the EU delegations and the CSO significantly varied from one country to another. Generally, all the EU delegations were consulted during the application phase: the project proposal made by a CSO during the CFP was sent by the SOS secretariat to the EU delegations for comments. But once the grant was awarded and the project started, little information was shared between the secretariat and the EU delegations. Because little was known about the work done, the EU delegation did not have enough/very much substantial information to discuss the related issues with national authorities. In some case, however, the EU delegation obtained information on the SOS projects because it supported the CSO through another project. This finding suggests that communication between the SOS-AWI programme and the EU delegations must be improved and that a dedicated mechanism to share information must be developed.

Criteria	Evaluation rating
Relevance	<ul style="list-style-type: none"> • Internal: highly satisfactory • External: Moderately satisfactory

4.3 Efficiency

EQ #3: *How efficient and cost effective has the contract implementation been? Could more results be achieved with the available budget?*

The overall budget of SOS-AWI is 16,17 M€. The secretariat's operating costs are 20% (human resources + travel+ equipment+ office), plus 5% of IUCN's overhead costs. It should be remembered that 196 applications were submitted for the three TSG CFP and 266 applications for the RAGs, i.e., a total of 462 applications. Applications were assessed quickly after the CFP closed and contracts were generally signed quickly. In addition to running the selection process of applications, the contracting and supervision of the operators' activities are human- and time-consuming. The secretariat also supervised the capacity building activities and carried out the outreach and communication work. The 25% cost rate seems to us to be acceptable given the approach and the way the programme operates. As a comparison, the running costs of the *Programme Petites Initiatives* (which operates similarly but award smaller grants) is 18% (see Box 1 below).

Two problems, mentioned by several CSOs, can be noted:

- The programme was blocked for almost a year (October 2017-October 2018). When the situation was resolved and the programme resumed its intervention, the activities proposed by certain operators in their project were no longer relevant, which meant that the projects had to be reworked;
- Many operators reported that it took a long time to receive the final payments (after the completion of the project), as they were only made once : the technical and financial reports were validated. This is problematic as it poses serious funding problems for small CSOs with little or no cash flow.

Criteria	Evaluation rating
Efficiency	Satisfactory

Box 1. The Programme Petite Initiative of the FFEM

The **Programme Petite Initiative (PPI)** (Small Initiatives Programme) was set by the Fonds Français pour l' Environnement Mondial in March 2005 to support the African Civil Society Organizations working in the field of biodiversity conservation and natural resources management. The PPI focusses its support in West and central Africa. Five successive phases of the PPI have been implemented and the sixth phase started in 2021. The PPI is run by the French Committee of IUCN. The Secretariat include a staff of four people based in Paris (2 full time + 2 part time) and three Africa-based coordinators (located in Cape Verde, Burkina Faso and Cameroon). The mandate of these coordinators is threefold: i) support the pre-selected CSO to prepare the applications, ii) strengthen the capacity of CSO, iii) support the implementation and reporting of the project by CSO.

The PPI operates using a call-for-proposal (CFP) approach comprising two phases: pre-selection (made by the Secretariat) and selection (made by a Selection Committee made up of 15 voluntary experts). On the fifth

phase, the PPI has awarded two types of grants: medium grants (maximum 100 K€) and small grants (40 000 €). The CFP for medium grants was open to short-listed CSO only, ie CSO having previously successfully implemented a small grant. All the grantees were local CSO including two networks of CSO – international European/US-based ONG were not eligible.

During the fifth phase (2016-2021) a total 1 136 projects were submitted of which 40% were rejected as non-eligible. Of the 60% remaining eligible projects, 52% were rejected by the Secretariat and only 7,7% (n=87) were presented to the Selection Committee. Grants were awarded to 64 projects (5,7%). Fifty percent of the projects were located in central Africa, 36% in mainland western Africa countries and 14% in coastal western Africa countries. The mean amount of the awarded medium grant was 57 000 € and the mean small grant was 31 000 €. As far as the type of project is concerned, 52% dealt with the conservation of endangered species while 33% focussed on the creation and management of protected areas (15% on various themes including valorisation and management of natural resources).

The budget of the fifth phase of the PPI was 5,6 M€ including 4,8 M€ from FFEM and 810 K€ from MAVIA. A total of 3,1 M€ was earmarked for the grants (55%). The amount of co-funding by the grantees was 1,5 M€. The running costs of the programme (including running CFP, contracting CSO, finance management, CSO supervision and evaluation, reporting; excluding the capacity building activities) were 18 % of the budget. When the cost of capacity building activities carried out by the three Africa-based coordinators is included, the running cost of the programme is 37%.

The evaluation of the results of the projects by the Secretariat showed that 19% were rated "Excellent", 69 % "Good", 8% "Acceptable" and 4% "Poor".

4.4 Effectiveness

QE #4: Has the grant mechanism been efficient and well-adapted to provide easy access to funding for local organisations, to adapt the scale of the projects to the needs and capacity of civil society organizations, and to react to emergency situations? Has the capacity building accompanying the grants been sufficient and yielded a long-lasting improvement of competencies?

The SOS-AWI programme put in place a set of processes to facilitate access to funding for small/medium sized CSO unfamiliar with making applications to institutional funding. This included:

- Two training seminars for West and Central African NGOs (November 2019 and June 2021);
- Dedicated support in the preparation of applications;
- Screening at the contracting stage (Due diligence) to measure the CSO technical and financial capacity;
- Follow-up calls;
- Reporting adjusted to CSO capacity;

Thanks to the support provided by the Secretariat for the preparation of applications, small CSO successfully submitted applications – our analysis shows that 22 % of the grantees were CSO with an annual budget below 100 K€ and 66% with annual budget lower than 1 M€ (see Table 9)

The Due Diligence process enabled the capacity of grantees to be evaluated by the SOS Secretariat. The technical and financial reporting from the grantees to the Secretariat and the support from the Secretariat were adjusted

according to the Due Diligence evaluation: for grantees with weak capacity, the financial reporting was made every 3 months; for grantees with good capacity, the reporting was made on a 6-months basis.

The two training seminars on capacity building, proposal writing and fundraising techniques and on project development and management, together with the support provided by the secretariat during the implementation phase are likely to have a lasting effect on the improvement of skills. Following the seminars, CSO have successfully submitted applications to SOS-AWI. During the online survey, a third of the grantees said that the SOS programme has helped strengthen the capacity of their organisation (cf. Table 12).

The donor (EU) and the SOS secretariat were particularly reactive in putting in place the Rapid Action Grant as an emergency response to the Covid-19 pandemic and the subsequent disruption it caused in conservation activities. Several CSO mentioned during the field visits by the ET that they were the only stakeholders active in the PA at the peak of the Covid-19 pandemic when all the government staff had been removed from the field. Thanks to their presence and activities, the basic management operations could be maintained.

EQ #5: *To what extent have the objectives and results been achieved (assessment of the results measured against expected objectives)?*

The SOS-AWI programme had two specific objectives and four expected results (ER).

Globally speaking we consider that the level of achievement of the programme objectives is satisfactory.

As far as the programmes ER are concerned, the level of achievement is also satisfactory – although it varies according to ER.

- For **ER#1**, the contribution of the programme to the conservation of threatened species is highly significant, and the results are highly satisfactory;
- The capacity of CSO (**ER #2**), especially the smaller ones, have increased due to the support of the programme both in terms of proposal writing and fundraising techniques and management of institutional funding. Several CSO also mentioned that the SOS grant has increased their visibility, notoriety, credibility and, consequently legitimacy to discuss with the government and other institutional stakeholders;
- It is very difficult to measure to what extent the number of people aware of the wildlife-crises has increased (**ER#3**) thanks to the activities of the SOS programme. However, the measure of the notoriety of the tools developed by the programme (web site, newsletter, social network communities) shows a dramatic increase since their development in 2018. For example, the number of subscribers to the newsletter “Call of the wild” increased from 10 426 in 2019 to 17 439 in 2022 (67% increase); similarly, the number of followers in Facebook, Twitter and Instagram increased from 46 316 in 2019 to 56 158 in 2022 (21% increase);
- The number of donors using the SOS-AWI programme to fund conservation projects in Africa (**ER#4**) has remained very limited – actually the Secretariat managed to secure only one modest grant (50 K€) from a private company (Balanciaga). The SOS-AWI requires about 5% co-financing (EC provides 95% and IUCN had to look for 5% additional sources) – The contribution of Balanciaga was secured to contribute to this 5%. However, it was agreed with the EC that the co-financing from IUCN could come

from the co-financing brought by the grants. Thus, no more efforts were made in securing additional co-financing for SOS-AWI. It is noteworthy that large funds have been secured for the other initiatives of SOS programmes. As an example, over 20 M€ have been received from the KfW to fund the Tiger initiative. Similarly, 9,5 M€ have been secured to fund phase 2 of the Lemur initiative.

It is useful to recall here that, at the project level, 74% of the Expected results have been fully achieved and 25% partially achieved (1% not achieved) – see Figure 4.

Criteria	Evaluation rating
Effectiveness	Satisfactory

4.5 Sustainability

EQ #6: How likely is it that there will be a continuation of long-term benefits in the foreseeable future?

Several elements suggest that there will be a continuation of long-term benefits of the projects once the grants are closed. This includes.

- Over 80 % of the projects have continued after the end of the SOS grant (result of the online survey; Table 12). These are projects with multiple donors and the achievement of the SOS-funding are very likely to last a long time thanks to the continuation of the projects;
- Many activities of the projects funded by SOS-AWI are focused on the strengthening of stakeholders' capacity. This includes, in particular, project staff, government staff and local communities. This capacity building approach is likely to deliver long-term benefits both in terms of biodiversity conservation and local development.

EQ #7: To what extent has the intervention been able to attract other sources of funding, raise awareness and coordinate efforts in order to maximize the impact for wildlife? What have been the obstacles, opportunities?

The SOS-AWI did not manage to attract significant amounts of funding (this is not true for the other initiatives of the SOS program, see EQ #5) but the projects funded by SOS-AWI have secured a significant amount of co-funding.

The awareness of the wildlife crisis (both of the general public and public institutions) was a specific Expected Results of the SOS-AWI. As reported before, the activities carried out by the Secretariat in that field is very likely to have increased the level of awareness of the wildlife crisis. This remains difficult to measure, however. One can note that the notoriety of the IUCN Red List in the general media has increased dramatically over time and the issue of species extinction is now covered by generalist media. The fact that SOS-AWI dealt with charismatic species (cats, apes) certainly facilitated the awareness messages and its reception by the public and media.

At the programme level, the coordination with international institutions in charge of species conservation was strong. The SOS-AWI secretariat developed strong collaboration with the secretariat of the Conventions dealing

(directly or indirectly) with species conservation. This includes, in particular, the Convention on Migratory Species with whom a Memorandum of Understanding will be signed in 2023 to better coordinate activities with the CMS-CITES African Carnivore Initiative. The secretariat was also very active the IUCN/ Species Survival Commission.

Criteria	Evaluation rating
Sustainability	Satisfactory

4.5.1 Impact

EQ #8: To what extent are early signs of the impact of the intervention visible, expected or unexpected, positive or negative? What are the key factors facilitating or creating obstacles to said impact?

Measuring the impact of projects is difficult, especially when the projects have just ended. Most impacts take time to observe.

When dealing with the protection of threatened species, the ultimate indicator of the impact of conservation activities is the population dynamic. The most threatened species have, by definition, a negative dynamic: the population number is decreasing, and the distribution range of the species is shrinking. The dynamic of large mammals (like cats and apes) is slow: without pressures (poaching, habitat destruction), population number changes from one year to another by a few percent and it is difficult to know whether this change is a true population dynamic or merely inter annual variability. In addition, for elusive species, a change in population number can be mistaken with a change in detectability. In other words, population change takes time to observe. A proxy of the impact of species conservation projects is to measure the change in human-induced mortality. In that respect, many projects have delivered significant impacts. In Zambia on project 2020B_040, thanks to activities on law enforcement supported by the project, elephant poaching dropped by 20% between 2020 and 2021. On project 20181-105 (South Luangwa NP), the number of carnivores de-snared (wire snares is the biggest threat to carnivores in the park) decreased from 12 in 2019 to 7 in 2021 thanks to clean sweeps operations carried out by the project. In Uganda, in Murchison NP (project 2020A-163), the lion cub survival rate has increased thanks to snare recovering which decreases male lion mortality (cub survival is undermined by infanticide caused by pride male turnover when lions are killed in snares)

One of the key impacts of the capacity building of CSO is an increase in the notoriety and credibility which, in turn, facilitates the discussion with institutional stakeholders (government, local institutions). Several CSO reported that, thanks to the SOS-AWI grant, it was easier to access government representatives and local institutions. Another impact could be easier access by CSO to “big” grants thanks to the training in fund management and fundraising techniques delivered by the programme. Again, several CSO mentioned that they now feel more comfortable to apply for “big” funding. It is not known however how many CSO will actually succeed in securing new significant funds.

Measuring the impact of awareness campaigns is notoriously difficult. There was a significant increase in the number of people using the communication tools developed by the programme (see EQ #5) but to what extent this translates into concrete actions favourable to biodiversity is unknown. The increasing interest of general

media to the wildlife crisis may influence, in turn, decisions made by governments and the private sector for biodiversity conservation but, again, this is difficult to measure.

Criteria	Evaluation rating
Impact	Satisfactory

4.5.2 EU added value

EQ #9: What is the added value resulting from the EU support compared to what would have been achieved by other external donors' activities?

The main added-value of the SOS-AWI initiative was that the **programme focused its intervention on the conservation of threatened species**. In the field of environmental issues and with very few exceptions, institutional donors are nowadays in general more willing to fund natural resources management programmes (sometimes incorporating specific components dedicated to the conservation of species) than species conservation programmes. This is particularly true over the last decade when vast amounts of funds have been directed to climate change programmes. In contrast, biodiversity programmes have received much less attention. It is remarkable that the EU provided significant support (16 M€) to species conservation at a time when climate change programmes absorb vast amount of funding.

The three pillars approach developed by the AWI (species and habit conservation; CSO capacity building; awareness raising) are relevant but not unique: the *Programme Petite Initiative* (PPI) funded by the FFEM has a similar style of intervention (see Box 1). Other funds dedicated to CSO have a similar *modus operandi*. One can however underline that the SOS-AWI programme was very reactive in setting a dedicated tool of funding in response to the Covid-19 pandemic. This is not unique (PPI did the same in 2020). The EU is often criticized for the bureaucracy associated with the instruction and the implementation of its projects. The creation of Rapid Action Grant mechanism shows that such a "big" institution is capable of strong reactivity in emergency situations.

Criteria	Evaluation rating
Added value	Satisfactory

4.5.3 Overall assessment of evaluation criteria

Criteria	Evaluation rating
Relevance	Highly satisfactory
Coherence	<ul style="list-style-type: none"> • Internal: Highly satisfactory • External: Moderately satisfactory
Effectiveness	Satisfactory
Sustainability	Satisfactory
Impact	Satisfactory
Added value	Satisfactory

5 Conclusions and recommendations

5.1 Conclusions

The SOS-African Wildlife Initiative started in 2017 with the financial support of the EU. It joined several other ongoing initiatives of the SOS programme run by IUCN. Its approach focused on four key Expected Results: i) conservation of endangered species; ii) strengthening the capacity of CSO; iii) increasing the number of people aware of the wildlife extinction crisis and iv) securing new sources of funding.

The **main achievements** of the SOS-AWI are:

- A total of 91 grants (10,8 M€) were awarded to 81 CSO to implement conservation projects. Seventy percent of the grantees were national CSO (versus 30% international CSO). As of mid-2023, 74 projects were completed and 17 are ongoing. Only 2 projects were terminated before due time (due to security reasons);
- The four most important types of activities implemented by the projects have been “Law enforcement” (50% of the projects had at least one Expected Results (ER) dedicated to this type of activities), “Collection and analysis of biological data” (46%), “Community development” (27%) and “Attenuation of Human-wildlife conflict” (27%);
- The level of achievement of the projects is very satisfactory: 50% of the projects have fully achieved all their ER while there is at least one ER rated “Partially achieved” for the other half of the projects. When all the ER of the projects are pooled, 74% of them have been fully achieved while 25% have been partially achieved. Only one ER was not achieved;
- Various activities have been implemented by the programme to strengthen the capacities of CSO, particularly in terms of project design, grant application, fundraising techniques and financial management and reporting. A third of the grantees said that the SOS programme has helped strengthen the capacity of their organisation;

- The programme adjusted its support to CSO in the field of grant management and reporting according to the CSO capacity (evaluated when the grants was awarded). This shows that the programme had an adaptive management approach which is very relevant given the different profiles of CSO it worked with.
- The programme was very reactive during the Covid-19 pandemic in creating a dedicated type of grant (Rapid Action Grant) which shows that the programme was adaptive;
- Many communication actions have been developed, both on the programme itself and on the wildlife extinction crisis. The number of people using the communication tools (newsletter, web site, social media, etc.) has increased over time;
- The running costs of the programme remained reasonable (25% including IUCN overhead costs) given the extent of its activities.

The main **difficulties and limitations** encountered by the programme have been:

- The programme was put on hold for one year. When the activities resumed, some project objectives and activities were outdated which forced the CSO to modify their projects;
- Many CSO (especially the smaller ones) found it difficult to comply with the financial management and reporting requirements of the grant contract. Accordingly, the Secretariat dedicated a lot of resources in supporting the CSO to fulfil their obligations (which in some cases increased their capacity);
- Given the financial management and reporting requirements of the grant contract, the programme grants are not accessible for very small and /or young CSO;
- The time frame of the grants (two years for the TSG and one year for the RAG) was very short, especially when one considers the nature of projects (conservation of species with slow population dynamics);
- The EU delegations were not always informed about the project implementation and results;
- Many CSO reported having received the final instalment of the grant several months after the completion of the project. This posed serious funding problems for small CSOs with little or no cash flow.

Despite these limitations, the ET think that the SOS-AWI programme was instrumental in supporting the conservation of threatened species and strengthening the CSO in Africa.

5.2 Recommendations

Based on the results of the evaluation, the ET would like to make the following recommendations:

- 1- **The SOS-AWI programme should not be subsumed within another EU programme**, in particular NaturAfrica. Many threatened species need specific actions that can not necessarily be covered by programmes operating at a landscape scale and addressing a large number of issues.
- 2- **A second phase of SOS-AWI programme is recommended** to build on the success of the first phase. Working with large mammals (with slow population dynamics) requires time to deliver impacts.
- 3- **The duration of grants must be extended**. The current timeframe (2 years for TSG and one year for RAG) is very short when working with the conservation of large mammals. TSG should be extended to 3 years and RAG to 2 years.

- 4- **Communication mechanisms between the programme and the EU delegations** as to the project implementation and results must be put in place. As the workload of staff in the EU delegation is high, a balance must be found between “too little” and “too much” information.
- 5- **Both the technical and financial reporting system must be alleviated**, especially for short projects (1 year)

6 Annexes

6.1 Annex 1: ToR of the MTE

(see Separate file)

6.2 Annex 2: Presentation of evaluators

Dr. David BRUGIERE, 52 years old, has a M Sc in Ecology, a postgraduate diploma in land use planning and a doctoral thesis in biological sciences. He did his PhD Thesis on the impact of logging on primates' communities in the rain forests of Gabon. From 1993 to 2004, he worked in five countries in Central and West Africa as a technical assistant on projects and programmes on biodiversity research and conservation and protected area management (funded by French and EU cooperation). As an example, from 2000 to 2004, he was Technical Assistant of the Haut Niger National Park in the framework of the AGIR regional programme (EU/FED; management of protected areas in four West African countries)

At the end of 2004, David BRUGIERE joined the BRL group as Biodiversity Project Director. In addition to managing a team of engineers and developing the portfolio of biodiversity projects in France and internationally, he provides expertise in the field of the project cycle (identification, feasibility, evaluation, capitalisation) for bi- and multilateral donors. It also provides technical expertise in the field of biodiversity conservation (management plan for protected areas, biodiversity strategy, species conservation etc.). In addition, he is responsible for the financial, administrative and technical supervision of technical assistance programmes, including several for the EU (ECOFAC IV and PAPE) and the AFD.

David BRUGIERE's strengths in conducting this expertise are:

- a proven track record in **project/programme evaluation**: David Brugièrè has conducted since 2014 the mid-term or final evaluation of 17 projects and programmes in Africa or Asia, including three for the EU. He recently conducted the mid-term evaluation of the PAPBio regional programme for the EU This programme is implemented by NGO and focusses on species conservation and protected area management in West Africa. He is therefore very familiar with evaluation methods and tools and the expectation of the EU in terms of evaluation.
- A very good knowledge of the **endangered species conservation issues**: David Brugièrè .is member of two IUCN/SSC Species conservation groups (Primates and Antelopes). He updated the Red List status of two threatened species of African primates. Virtually all the projects he designed as team leader of feasibility studies included a component dedicated to the conservation of threatened species (in particular elephant, apes and carnivores). He has published a number of scientific papers on species conservation, including on large carnivores in Africa (see Annex).
- A good experience of the **EU policies and programmes**: due to his experience as a TA on EU programmes, his role as a backstop for EU regional programmes (ECOFAC IV and PAPE) and the recent mid-term evaluation of two UE regional programmes, David Brugièrè has a good knowledge of EU environmental policies and how they are implemented through the project or programme approach. He recently designed the phase 2 of the PAPBio programme in the framework on the **NaturAfrica initiative**.

- He has a good knowledge of **local CSO and NGO in Africa**. He evaluated in 2013 and 2019 the phase 2 and 5 of the *Programme Petite Initiative* of the FFEM, respectively. This programme supports the implementation of biodiversity conservation projects by CSO and NGO in Africa through small grant mechanism.

Mr Paul Donfack is a regional expert in protected area and biodiversity management support programmes, which integrate fragile natural ecosystems in Sub-Saharan Africa; he has over 30 years of proven experience in the region.

Mr Donfack has worked on several environmental and biodiversity conservation programmes, both in individual Congo Basin countries and in the Central African sub-region. With a strong background in community forestry/fauna management and climate change issues in Sub-Saharan Africa, Mr Donfack has participated in several project evaluation missions on protected areas or biodiversity resource management in several ECCAS countries. Mr Donfack has a very good knowledge of the political and strategic frameworks of the governance of forests, wildlife and protected areas in Africa.

Paul's **strengths** are :

- His perfect knowledge of the field of **protected areas, biodiversity and fragile ecosystems** (33 years of experience in this field, including 20 years in biodiversity and protected areas conservation).
- His very good knowledge of the **policy and strategic frameworks** of forest, wildlife and environmental governance in the Central and West African sub-regions;
- Proven experience in **working with stakeholders** and knowledge of policy and strategic frameworks of forest, wildlife and protected areas governance in Sub-Saharan Africa (ECCAS, COMIFAC, RAPAC, FTNS, WWF, WCS, IUCN, GIZ, etc.).

6.3 Annex 3: List of persons interviewed

Country	Organisation/ SOS Project ID	Name & position
Belgium	EU-INTPA	<ul style="list-style-type: none"> • Denisa Salkova • Thierry Dudermel
Switzerland	IUCN-SOS Secrétariat	<ul style="list-style-type: none"> • Ana Nieto; Head of the SOS programme; • John Karuri, Senior Grant Finance Manager, • Anne Mugo, Grants Coordinator, • Camille Lude, Coordination and support associate, • Sophie Hall, Manager, Partnership, Development for species conservation Action, • Augustin Guinea, Digital communication associate; • Ichu Godwill Ichu, Species Conservation Programme Officer for West and Central Africa, SOS secretariat
Republic of Congo	Aspinall Foundation/ 2020-160	<ul style="list-style-type: none"> • Berthin Mbangui • Alice Zambarda
	EU delegation	<ul style="list-style-type: none"> • Jakob Haushaufor • Regis Yembé-Yembé
Democratic Republic of Congo	Wildlife Conservation Society / 2020B-028	<ul style="list-style-type: none"> • Paul Baswa wa Tshilanda
	EU Delegation	<ul style="list-style-type: none"> • Filippo Saracco
Uganda	Snares to Ware Initiatives/ 2020A-163	<ul style="list-style-type: none"> • Tutilo Mudumba • Sophia Jingo • Pakche community members
	Ecological Trends Alliance / 202A-165	<ul style="list-style-type: none"> • Richard Ssemmanda • Ramathan Baryaruha • Kasenye Community members • Lions King & Queens members (n=7)
	Conservation Through Public Health/ 2020B-043	<ul style="list-style-type: none"> • Gladys Kalema-Zikusoka • Richard Bagyenyei

	Uganda Conservation Foundation / 2021B-051	<ul style="list-style-type: none"> • Michael Keigwin • Jimmy Kisembo • Denis Omondi, Law Enforcement officer, UWA • Alina Peters, EarthRanger expert
	EU Delegation	<ul style="list-style-type: none"> • Nadia Cannata
Zambia	Zambia Carnivore Programme / 2018A-105 & 2020B-040	<ul style="list-style-type: none"> • Matt Becker (ZCP) • Rachell MCRubb (CSL) • Benson Kanyembo, Law Enforcement officer (CSL) • Ruth Chindi, HWC officer (CSL) • Sidney Njovu, Canine Unit officer (CSL) • Felidah Mwake, field ecologist (ZCP) • Dennis Zimba, HCC officer (ZCP) • Bennh Beza, Cat Monitoring officer (ZCP)
	Conservation Lower Zambezi / 2019B-023 & 2021B-050	<ul style="list-style-type: none"> • Ian Stevenson • Donovan Rule • Chipu Kaputa, Community Scout • Adamson, Canine Unit officer
	EU Delegation	<ul style="list-style-type: none"> • Cristina Soriani • Matthias Reusing
Cameroon	EU Delegation	<ul style="list-style-type: none"> • Philippe Mayaux • Sylvanie JARDINET
	African Marine Mammal Conservation Organization (AMMCO / 2019B-022	<ul style="list-style-type: none"> • Aristide TAKOUKAM KAMLA, Chairperson, AMMCO • Thierry AVITI, Responsible of Habitat, AMMCO • ZANGA ADA Annick, Lac Ossa Site Responsible, AMMCO • NKEMBE Joseph Desire, Pinassier AMMCO • SOUA Arsene, Eco Guard, Lac Osso NP (MINFOF)
	Cameroon Wildlife Conservation Society (CWCS) / 2020A-155	<ul style="list-style-type: none"> • Leonard USONGO, Principal Technical Advisor • Gordon AJONINA
	Biodiversité-Environnement et développement Durable (BEDD)/ 2019B-020	<ul style="list-style-type: none"> • Serge KAMGANG, Executive Director, AMMCO • Jean-Paul BISSECK, Conservator Mpem & Djim NP
	Bristol, Clifton and West of England Zoological Society Ltd (BZS)/ 2021A-9	<ul style="list-style-type: none"> • Caspian Johnson, Programme Manager BZS • Samuel Penny, Cameroon Programme manager, BZS

		<ul style="list-style-type: none"> • Romeo KAMTA, Field Operation Manager, • Denis NYOGA, Facilitator SEKAKOH • Bouba SAMAKI, Assistant de Recherche BZS • Jean Bernard SAIDOU, Assistant de Recherche BZS • Simon HAMAN, Chauffeur BZS • Achille MENGAMENIA (Conservateur PNB, MINFOF)
South Africa	Selati Wilderness Foundation NPC / 2021B – 069m & 2022B-073	<ul style="list-style-type: none"> • Alan Du Toit, Chairman Selati Wilderness Foundation • Lindsey Jones, Operation and Marketing Manager / Public Officer • Bryan HAVERMANN, General Manager • THABA Mikhanya, Field Ranger • Courage Koumalo, Field Ranger • KoOS Selowa, Field Ranger • Daniel FOURIE, Driver/ Fild Ranger • Madeleine SIEGEL, Black Rhino Range Expansion, Monitor & Research Coordinator • Stever SEOGER, Wildlife Manager • Ronald MATHEBULA, Ops Room Fild Ranger • Ronald MUCAUSE, Ops Room Fild Ranger
	Mabula Ground Hornbill Project / 2021B-065	<ul style="list-style-type: none"> • Dr Lucy Kemp, Project Manager • Kyle-Mark MIDDLETON, Senior Coordinator
	Wildlife ACT Fund Trust / 2020B-046 & 2021B-070	<ul style="list-style-type: none"> • P.J. Roberts, Programme Manager • Marumo Nene, Wildlife ACT Priority Species Monitor • Catharine Hanekom, Ezemvelo KZN Wildlife District Ecologist • Kayleigh Webber, Wildlife ACT Tembe Elephant Park Node Manager
	Wildlands Conservation Trust / 2020B-045	<ul style="list-style-type: none"> • Roelie KLOPPERS, CEO • Meiring Prinsleo, Somkhanda’s Reserve Manager
	Endangered Wildlife Trust (EWT) / 2021B – 062; 2021B – 063 & 2021B - 066	<ul style="list-style-type: none"> • Dr Andrew Taylor, Wildlife in Trade Programme Manager • Dr Jeanne Tarrant, Manager: Threatened Amphibians Programme • Cobus Theron, Conservation Manager: Drylands Conservation Programme • Dr Gareth Tate, Manager: Birds of Prey Programme • Damian WALTERS, Regional Manager • Gareth Tate, Conservation Programme Manager • Johan du Plesis, Drylands Conservation Programme Manager

		<ul style="list-style-type: none"> • Ian Litte, Head of Conservation • Sean Kelly, Conservation Canine Handler • Shay Seebran, Wildlife in Trade field Officer • Ms Shadi Henrico, Canine project coordinator
	South African National Parks / 2020B-064	<ul style="list-style-type: none"> • Andre RILEY, Acting Regional General Manager • DR Charlene BISSETT, Regional Ecologist: Frontier parks
	BirdLife South Africa / P2020B-047	<ul style="list-style-type: none"> • Dr Melissa WHITECROSS, Public Officer
	Wilderness Foundation Africa / P2020B-71 & 2020B-72	<ul style="list-style-type: none"> • Christine ROETS, Operations Manager • Matthew NORVAL, Chief Operations Officer
	Friends of Tokai Park/ 2020B-68	<ul style="list-style-type: none"> • Leila MITRANI, Project Coordinator • Dr Alanna J. REBELO (Who left the project)
	EU Delegation	<ul style="list-style-type: none"> • Ariane LABAT • Ulrik JORGENSEN

6.4

Annex 4: Data sheet of some projects visited in the field

PROJECT EVALUATION DATA SHEET	
Project ID	
Country	Cameroon
Project Number	2019B-020
Project Title	Saving the lions of Mpem-Djim National Park in Cameroon
Operator name	Biodiversité-Environnement et développement Durable (BEDD)
Type of grant	Rapide Action Grant (RAG)
Amount	24 386 €
Period	July 2019- July 2020
Project visit	
Date	February 2023
Type of meeting	Online
Field visit	No field visit
Admin & finance	
When did you apply for the SOS grant (exact date)?	May 13, 2019
When did you receive the response from the SOS secretariat (exact date)?	June 05, 2019
Did you have a negotiation phase? if yes, how long did it last?	No
When was the contract signed (exact date)?	July 12, 2019
When did you receive the first instalment (exact date)?	July 28, 2019
How many instalments were scheduled in your contract?	2
Did you experience funding gap during successive instalments?	NO
Capacity building	
Did you benefit from capacity building support from the SOS programme	<ul style="list-style-type: none"> No Direct capacity-building activities for BEDD. Because of the project, local communities were trained on mobile boma techniques to protect their cattle from attacks by lions
Technical	
Main activities implemented	<ul style="list-style-type: none"> Study of Genetic status of the lions. Movements analysis. Assessment of prey population abundance and distribution. Threats to lions around the protected area. Livestock depredation.
Main results	<ul style="list-style-type: none"> The project successfully carried out the prey survey in Mpem-Djim National Park and the results led to the establishment of the management plan of this park. The first expected result on the status of the lion population (number, movement, prey study) has been achieved except for Genetic analysis and database of geo-tagged photos which was not established. For the second result, the prey population abundance and distribution are assessed (inventory of key prey species, knowledge of threats) For the last result on Human-lion conflict reduction, sensitization campaigns have contributed to reduce conflicts.

Evaluation criteria	
Relevance	Very high: The Mpem-Djim National Park faces the situation of weak management marked by the absence the of information both on large carnivore and prey monitoring, to contribute to the elaboration of the management plan of the National Park
Coherence	High. Contribution to the baseline studies needed to orient the elaboration of the National Park management plan
Effectiveness	Medium. Many of the results mentioned in the project were in good progress, but the project ended together with the SOS grant.
Impact	The conservation service seems not to recognize any impact. However, the project had an impact on the BEDD capacity and visibility. Actually, because of this project, BEDD and its partners are well known by the government as one of the key actors for lion conservation in Cameroon
Sustainability	The project stopped when the SOS grant was over. Some eco guards in charge of wildlife monitoring were trained and able to contribute to issues of killing/predation of cattle around the park.
Global evaluation	The project looks like a punctual service paid for by SOS AWI since the intervention stops at Mpem & Djim National Park at the end of the grant.
Photo of field visit	
	No visit in the protected area

PROJECT EVALUATION DATA SHEET	
Project ID	
Country	Cameroon
Project Number	2019B-022
Project Title	Emergency control of <i>Salvinia molesta</i> aquatic fern to save the African Manatee's habitat and Lake Ossa's biodiversity
Operator name	African Marine Mammal Conservation Organization (AMMCO)
Type of grant	Rapide Action Grant (RAG)

Amount	24 386 €
Period	November 2019- August 2021
Project visit	
Date	17th to 19 February 2023
Type of meeting	Face to Face and online
Field visit	<ul style="list-style-type: none"> Project office visit (activities of AMMCO and project: rearing of weevil (<i>Cyrtobagous Salvinia</i>) and charcoal manufacturing workshops based on <i>Salvinia molesta</i>) Lac Ossa visit (project results and impacts)
Admin & finance	
When did you apply for the SOS grant (exact date)?	
When did you receive the response from the SOS secretariat (exact date)?	
Did you have a negotiation phase? if yes, how long did it last?	Yes
When was the contract signed (exact date)?	July 12 th , 2019
When did you received the first instalment (exact date)?	November 20 th , 2019
How many instalments were scheduled in your contract?	3
Did you experience funding gap during successive instalments?	No
Capacity building	
Did you benefit from capacity building support from the SOS programme	No Direct capacity building from SOS. But a lot of progress has been made on how to work on biological control. Capacity was reinforced in many technical aspects (How to organize a biological control project in Cameroon). AMMCO has benefited from many forms of capacity-building activities including training. Before the project, there was no financial staff. An Accountant was hired.
Technical	
Main activities implemented	<ul style="list-style-type: none"> Acquire import permit for the weevils and purchase the initial batch of weevils; Build a mass-rearing facility and conduct one training workshop; Elaborate on a weevil dispersal plan and release weevil according to the plan; Survey plant damage; Community sensibilisation meetings with stakeholders, to discuss.
Main results	<ul style="list-style-type: none"> The first result “reducing the area of Lake Ossa covered by <i>Salvinia molesta</i> by at least 40%” was not achieved in the final reporting but was largely achieved during our visit. The second result of educating 75% of the fishermen around Lake Ossa about the Giant <i>Salvinia</i> threat was achieved. The third result on complete ecological and social impact assessment of the weevil dispersal is only partially achieved because some activities are yet to start (aerial survey and mapping, water quality control, manatee monitoring)
Evaluation criteria	
Relevance	<p>Very high.</p> <ul style="list-style-type: none"> Conservation of the African Manatee (<i>Trichechus senegalensis</i>), classified as Vulnerable. The project is the first biological control supported by the Government of Cameroon

Coherence	Very High. <ul style="list-style-type: none"> In line with the habitat protection strategy of Lake Ossa Reserve
Effectiveness	High. <ul style="list-style-type: none"> Almost all the results mentioned in the project were achieved. 100 fishermen were educated on Salvinia impact and volunteered in the mechanical removal of salvinia in Lake Ossa. About 65 people from the local community received alternative livelihood training.
Efficiency	The project experienced a delay in activities related to the release of the weevils in Lake Ossa because of the delayed of the importation authorisation from the Cameroon government.
Impact	The area cleared manually or using biological control is suitable for the African manatee as well as for fishing and navigation
Sustainability	The SOS AWI has decided to support AMMCO at a moment when many donors could not take this risk. From the results obtained up to now, many donors are interested in what this CSO is doing (Cameroon French Embassy, Prince Bernard Nature Foundation, Japan's Funds for Global Environment, Ocean 5, National Geographic, SOSea Foundation, Save the Manatee)
Global evaluation	The grant is presented here as having been useful for the growth of AMMCO and on project delivery and conservation impacts (Manatee habitat improvement, fishing area extension).
Photo of field visit	

PROJECT EVALUATION DATA SHEET	
Project ID	
Country	Cameroon
Project Number	2021A-9
Project Title	Safeguarding the heart of Kordofan giraffe territory in the north of Cameroon: a law enforcement and monitoring approach
Operator name	Bristol, Clifton and West of England Zoological Society Ltd (BZS)
Type of grant	Threatened Species Grant (TSG)
Amount	167,700 €
Period	11th January 2022 – 10th January 2024
Project visit	
Date	25th February to 1st March 2023
Type of meeting	Face to Face and online
Field visit	<ul style="list-style-type: none"> Project office visit (activities of BZS and project)

	<ul style="list-style-type: none"> Benue National Park visit (project results and exchange with beneficiaries and other stakeholders)
Admin & finance	
When did you apply for the SOS grant (exact date)?	27th June 2021
When did you receive the response from the SOS secretariat (exact date)?	13th December 2021
Did you have a negotiation phase? if yes, how long did it last?	Yes – approx. 1 month
When was the contract signed (exact date)?	January 2 IUCN signed on 11th Jan 2022; BZS (Brian Zimmerman) signed on 19th Jan 2022, Amendment on April 4, 2022
When did you received the first instalment (exact date)?	January 24, 2023
How many instalments were scheduled in your contract?	Four (4)
Did you experience funding gap during successive instalments?	No funding gap was yet experienced.
Capacity building	
Did you benefit from capacity building support from the SOS programme	<ul style="list-style-type: none"> No Direct capacity building from SOS. Contributing to project implementation, Ecoguards and community conservation support staff were trained on SMART, Camera traps in January and June 2022 Through funding key activities, the project has been able to complete long-term and long-standing conservation objectives of their organization and the Benoue national park over a shortened timescale. The implementation of the SOS programme has led to networking opportunities with new partners and amplified their organization's influence in the project area and country.
Technical	
Main activities implemented	<p>With the collaboration of the EcoNorCam and IUCN Common Funds projects, BZS was able to work on themes such as:</p> <ul style="list-style-type: none"> Support to Anti-poaching activities for the protection of Benoue National Park, Ecological monitoring Infrastructure rehabilitation. <p>Strengthening the capacities of eco guards in technical training and donations of individual and collective equipment is another promising area of activity.</p>
Main results	<p>The start of the project phase supported by the SOS AWI in early 2022 marks a strengthening of the conservation support, particularly on important axes such as:</p> <ul style="list-style-type: none"> Capacity building of Eco guards of the conservation service in place, material support, anti-poaching, rehabilitation of infrastructure, and contribution to community management programs. <p>The harmonized anti-poaching strategy has, among other innovations, the consideration of wildlife conflict management and the fight against acts of corruption. An anti-poaching operations control room is functional in Banda.</p>
Evaluation criteria	
Relevance	High: Classical conservation project with focus on anti-poaching activities

Coherence	Very High: In line with the anti-poaching strategy of MINFOF and CBD convention
Effectiveness	High. <ul style="list-style-type: none"> All the key activities mentioned in the project proposal are on good track. However, this is not translated into the reporting system. According to the project leaders, the project progress report is a great way to update the stakeholders, but is in some areas unwieldy and too heavy, as some questions in the template were presented as non-relevant because they do not change between reports. Additionally, the project team said they were not made aware of the need for a management tracking tool until after project inception.
Efficiency	<ul style="list-style-type: none"> Objectives are on track and on budget. During the implementation of the project, there have been several unforeseen delays that could yet delay the completion of some project activities. The project has faced a delay in the awarding funding from the start date of 01/01/2022 to 18/01/2022 meaning that several time sensitive activities had to begin early and therefore some project expenses could not be charged to the project as initially planned. Report the finances every 6 months is necessary. However, the current mechanism through the SOS online portal appears to be heavy and time-consuming. This was particularly challenging where reporting deadlines coincided with field activities.
Impact	<ul style="list-style-type: none"> By intervening at the PNB since 2016, BZS is the pioneer of civil society conservation organizations to have recommitted to the rehabilitation of this protected area deeply degraded by more than a decade of lack of support.
Sustainability	<ul style="list-style-type: none"> Achieving financial sustainability is relatively easy, but it does place additional pressures on the project team with regard to reporting system. It would have been easier to implement a project that was 100% financed by SOS with in-kind support from BZS.
Global evaluation	<ul style="list-style-type: none"> If a management tracking tool such as METT is to be used to monitor project objectives, then our team require training for this.
Photo of field visit	

PROJECT EVALUATION DATA SHEET	
Project ID	
Country	Cameroon
Project Number	2020A-155
Project Title	Assessment of Status and Existing Threats to Leopard Populations (Panthera pardus) in Tchabal Mbabo Cameroon
Operator name	Cameroon Wildlife Conservation Society (CWCS)
Type of grant	Threatened Species Grant (TSG)
Amount	99 586, 75€
Period	May 2020- April 2022 (24 months)
Project visit	
Date	25th February to 1st March 2023
Type of meeting	Online

Field visit	No field visit
Admin & finance	
When did you apply for the SOS grant (exact date)?	Probably February 2019
When did you receive the response from the SOS secretariat (exact date)?	May 2020
Did you have a negotiation phase? if yes, how long did it last?	The negotiation phase last about 3months as date of issue of signed contract...
When was the contract signed (exact date)?	05 May 2020
When did you received the first instalment (exact date)?	Probably early July 2020
How many instalments were scheduled in your contract?	At least four instalments
Did you experience funding gap during successive instalments?	No
Capacity building	
Did you benefit from capacity building support from the SOS programme	<ul style="list-style-type: none"> The project has not received direct capacity-building activities from SOS Secretariat but has developed a lot of capacity-building activities benefiting to field staffs (strengthening in-forest wildlife inventories and data analysis; use of modern techniques with camera traps to monitor populations of elusive species such as medium and large cats)
Technical	
Main activities implemented	<ul style="list-style-type: none"> In total 9 camera traps were deployed on a routine basis over a period of 18 months. Checklist of existing threats. Sensitization and education of the people on conservation values. Twenty-five multi stakeholders' consultative meetings were organized by the project.
Main results	<ul style="list-style-type: none"> Although no leopards were captured on camera traps deployed in the project area, local hunters and herders interviewed confirmed the presence of the species in the area. Baseline biological data/information available. The main threats to leopards and other large mammal species were identified as hunting and bush meat trade, deforestation and land degradation caused by transhumance activities. Some stakeholders have a negative perception and consider conservation as a threat to their survival with restrictions to exploitation of natural resources
Evaluation criteria	
Relevance	Very high. <ul style="list-style-type: none"> There is no robust conservation strategy and action plan in Tchabal Mbabo.
Coherence	High. <ul style="list-style-type: none"> There is still much to be done on the ground for socio-economic and biological data and knowledge of the area. The data will contribute to the development of a conservation strategy for Tchabal Mbabo. The results from this project contributed to the development of an Action Plan for the gazettement of Tchabal Mbabo as a protected area
Effectiveness	Medium. <ul style="list-style-type: none"> A good sample of the results mentioned in the project proposal are reported as achieved, but the intervention has stopped with the grant.

Efficiency	Difficult to express from available data and information.
Impact	<ul style="list-style-type: none"> The Cameroon government recognized CWCS's pioneering research effort on this species in the area. CWCS is contacted by several national and international organizations seeking to know more about Tchabal Mbabo and the research work on leopards. One of the positive impacts of the project was it reignited interest of government of Cameroon on gazettement of the area as a national park.
Sustainability	<ul style="list-style-type: none"> A technical report was submitted to the ministry. Project results were presented to the ministry of wildlife and other sectoral ministries for institutional appropriation and follow up actions. But no action has been carried out since the closure of the grant.
Global evaluation	<ul style="list-style-type: none"> The main result is the technical report highlighting the biological potential of the area and the socio-economic constraints. The intervention of CWCS has stopped in the area after the closing of the grant.
Photo of field visit	
	No field visit

PROJECT EVALUATION DATA SHEET	
Project ID	
Country	South Africa
Project Number	2021B - 069
Project Title	Monitoring and Protection of Biodiversity on Selati Game Reserve
Operator name	Selati Wilderness Foundation NPC
Type of grant	Rapid Action Grant (RAG)
Amount	99 908,04 Euros
Period	20/12/2021 - 19/12/2022
Project visit	
Date	17-18 March 2023
Type of meeting	Exchanges with Technical teams, meetings with managers on activities
Field visit	Field visits: Field visits with various teams: Managers of visit the physical realizations, Rangers to appreciate the anti-poaching strategy and meet protection staffs, biomonitors to track collared cheetahs, Air flyby by Elicoptere to appreciate the reserve and its biodiversity richness
Admin & finance	
When did you apply for the SOS grant (exact date)?	October 2021

When did you receive the response from the SOS secretariat (exact date)?	Mars 2022
Did you have a negotiation phase? if yes, how long did it last?	May 2022
When was the contract signed (exact date)?	10th August 2022
When did you receive the first instalment (exact date)?	25th August 2022
How many instalments were scheduled in your contract?	Only one (No money spent up to now)
Did you experience a funding gap during successive instalments?	We experience some difficulty in implementing as planned
Capacity building	
Did you benefit from capacity-building support from the SOS programme	IUCN has been assisting us to raise the issue with the Government
Technical	
Main activities implemented	<ul style="list-style-type: none"> • Human resource development (Recruitment of additional staffs (4 Field Rangers running the Operations Room on rotating shifts), Increase patrols in identified “hot spots” through increasing number of Counter Poaching Unit...) • Anti-poaching Unit Development (Rondavel at HQ kitted out with new accommodation kits, Establishment of a security operations room by upgrading an existing building, Equipment, Radio software for monitoring and communication, etc...) • Research and biomonitoring (Mobile Picket with a fridge/freezer, solar panels, lights, charges for radios, tracking devices and rugged phones, camping crockery and cutlery, stove, roof top tent, tents, mattresses, and a water container” cybertracker, 22 camera traps, Black Rhino Collars, 2 Cheetah collars, 4 Rugged field monitoring phones for tracking Field Rangers and for animal data capture, 16 Vehicle tracking devices, CCTV, ArcGIS enabled phones).
Main results	<ul style="list-style-type: none"> • Reduction in unauthorised access to Selati Game Reserve; • Improved security of all fauna and flora on Selati Game Reserve resulting in a reduction in poaching incidents. • No loss of biodiversity in 3 years (Pangolin, cheetah, Rhinos,) as a result of poaching • Improved data collection on wildlife for research and security purposes by Real-time monitoring of key wildlife species on Selati Game Reserve
Evaluation criteria	
Relevance	Very high: COVID19 lockdown has been relaxed Selati game reserve and several reserves have been experiencing an increase in rhino poaching incidents. As a result, high unemployment figures were observed and were exacerbated in the rural communities.
Coherence	High: The Selati threat assessment has highlighted the need to upgrade their counter-poaching staff complement, which required additional infrastructure and an operation room, together with the inclusion of technology for research and monitoring of threatened species real-time time.
Effectiveness	Very effective: we have visited the physical achievements of the project and appreciated its effectiveness (staffs, physical achievements, outputs). Only on the Rhino, the collar stops functioning (need to use the camera traps)
Efficiency	The target population of black Rhino was stabilized in the protected area due to the reduction in poaching.

	7 cycads were poached at the Lillie Flora Reserve (April). One of three poachers was apprehended, and the cycads were recovered and replanted in a secure location
Impact	The measures put in place with the grant funding has had a significant impact on the protection of endangered fauna and flora, as well as enhanced the level of monitoring thereof both from a research and security perspective.
Sustainability	<ul style="list-style-type: none"> • The existence of robust conservation strategy or Action Plan for the species or critical habitat is good, with input from environmental NGO's and species-specific experts. Many of the security aspects are coordinated through the Greater Kruger Environmental Protection Foundation (GKEPF) on a landscape level. • Currently the reserve is funded either by conservation levies from guests and landowner. A financial model has been developed through the Foundation to raise additional funds through guests attending conservation experiences whereby they can interact with the vets and research staff when collaring, contracepting or dehorning animals. • With limited human resources the project has not pursued additional fund leveraging.
Global evaluation	The performance of the project has been highly boosted by the support from the grant. The impact of COVID was not perceptible on the activities of protection and monitoring.
Photo of field visit	

PROJECT EVALUATION DATA SHEET	
Project ID	
Country	South Africa
Project Number	2022B-073
Project Title	Protection of the critically endangered Lillie Cycad <i>Encephalartus dyerianus</i>
Operator name	Selati Wilderness Foundation NPC
Type of grant	Rapid Action Grant (RAG)
Amount	99 545,11 Euros
Period	10/08/2022 - 09/08/2023
Project visit	
Date	17-18 March 2023
Type of meeting	Exchanges with Technical teams, meetings with managers on activities
Field visit	Field visits (3)
Admin & finance	
When did you apply for the SOS grant (exact date)?	April 2022
When did you receive the response from the SOS secretariat (exact date)?	April 2022
Did you have a negotiation phase? if yes, how long did it last?	Yes, there was a 5-month negotiation phase to bring Selati Wilderness Foundation and LEDET together to support the application file.

When was the contract signed (exact date)?	10 th August 2022
When did you received the first instalment (exact date)?	11 th August 2022
How many instalments were scheduled in your contract?	3
Did you experience funding gap during successive instalments?	No, the project is experiencing the absence of funds utilisation.
Capacity building	
Did you benefit from capacity building support from the SOS programme	No Direct capacity building from SOS.
Technical	
Main activities implemented	No activity implemented
Main results	No result
Evaluation criteria	
Relevance	LEDET announced that the security guards at the Lillie Flora Reserve will be withdrawn as the department lacked sufficient funds to support their Field Rangers salaries and package on the reserve.
Coherence	Apart from the activities carried out in Selati game reserve surrounding the Lilie Flora Reserve, no protection work is currently taking place
Effectiveness	No effective action taken since the first instalment because of the absence of agreement between LEDET and Selati Wilderness Foundation regarding the project.
Efficiency	No action to report
Impact	No Impact
Sustainability	Nothing to report
Global evaluation	An agreement needs to be signed by LEDET & Selati Wilderness Foundation to carry out the project
Photo of field visit	

PROJECT EVALUATION DATA SHEET	
Project ID	
Country	South Africa
Project Number	2021B-065
Project Title	Saving our Thunderbirds: Implementation of ongoing conservation actions and urgent conservation priorities as defined by the National Biodiversity Management Plan for the species beyond the borders of protected areas.
Operator name	Mabula Ground Hornbill Project
Type of grant	Rapid Action Grant (RAG)
Amount	100 000 Euros
Period	22/09/2021 to 21/09/2022, extended to 21/01/2023
Project visit	
Date	19th to 20th March 2023
Type of meeting	Face to Face discussion, field demonstration and online interview
Field visit	Field demonstration
Admin & finance	
When did you apply for the SOS grant (exact date)?	10 May 2021
When did you receive the response from the SOS secretariat (exact date)?	11 May 2021 – confirming receipt
Did you have a negotiation phase? if yes, how long did it last?	Until 31 August 2021- 3 months and 20 days

When was the contract signed (exact date)?	22 September 2021
When did you received the first instalment (exact date)?	1st instalment: 15/10/ 2021 R847170; 2nd instalment: R714568 payment 27/10/2022/
How many instalments were scheduled in your contract?	Three –just wrapping up the final report and then getting the final tranche.
Did you experience funding gap during successive instalments?	Yes – but only because of a crisis with staff, that causes delay with the reporting and because of that the second tranche could not be released. The project was able to use other funding in the interim to cover costs, so the work continued, and salaries continued
Capacity building	
Did you benefit from capacity building support from the SOS programme	Not directly but when they lost most of their staff due to their salaries below market rate the programme helps support through the COVID crisis. The project has strengthened its management and especially its financial reporting mechanisms to make it easier for them to be able to produce the kind of reporting that SOS needs.
Technical	
Main activities implemented	<ul style="list-style-type: none"> • The project team has conducted the groundwork for the Biodiversity Management Plan (interviews to local group of people, surveys in 4 provinces, analysis of cultural perceptions to identify promising themes, identification of areas of current and potential conflicts between southern ground hornbill and human to be able to formulate site-specific mitigation measures, implementation of nationwide monitoring plan ...); • Management of 65 citizen science/ ‘champion’ monitoring groups, which continues to grow.
Main results	<ul style="list-style-type: none"> • The Biodiversity Management Plan was accepted by the government Department of Forestry, Fisheries and the Environment (DFFE) • Various databases are up and running, including mortality database; • Two team members received poison response training. • Key publications issued including on prevention of Newcastle Disease.
Evaluation criteria	
Relevance	Very high: The project is targeting one of the threatened species in South Africa: the southern Ground-hornbills are Endangered (only 600 breeding females left, after a loss of 70% of their original range)
Coherence	Very high: The Southern Ground hornbill is important because of its ecological importance as a top-order predator and flagship species, its cultural importance (rain predictor in times of drought). The Biodiversity Management Plan (BMP) was completed under the leadership of the Mabula Ground Hornbill Project as the key conservation agency for the species in South Africa.
Effectiveness	Concrete progress is reported for each expected result in the progress report, but we have not had access to the final report.
Efficiency	We have observed the movement of a camera trap from an abandoned nest to a living one.
Impact	The work was done to boost the conservation of a slow-breeding species by an active conservation in the long term
Sustainability	The grant was necessary to carry out the project through the aftermath of the pandemic. This was successful and the grants that They used to apply for are now available again and they continue to source grant funding
Global evaluation	The grant was needed to drive the implementation of the national Biodiversity Management Plan and ensure that no momentum was lost due to the pandemic. But the reporting system was too heavy.
Photo of field visit	

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PROJECT EVALUATION DATA SHEET	
Project ID	
Country	South Africa
Project Number	2020B-046
Project Title	Hluhluwe-iMfolozi Park threatened species and community conservation project.
Operator name	Wildlife ACT Fund Trust
Type of grant	Rapid Action Grant
Amount	99 594.25 Euros
Period	01/12/2020 to 30/11/2021, extended to
Project visit	
Date	21 March 2023
Type of meeting	Project presentation, meetings and interviews
Field visit	Field visits in Hluhluwe-iMfolozi Park (Research camp, visit to monitors, visit of protected area and its biodiversity)
Admin & finance	
When did you apply for the SOS grant (exact date)?	Before June 2020; 10 th October 2020
When did you receive the response from the SOS secretariat (exact date)?	The project was amended in June 2020; Response on Oct 19, 2020,
Did you have a negotiation phase? if yes, how long did it last?	Yes (6 months): Confirmation of success of application - Monday, 09 November 2020 at 15:17
When was the contract signed (exact date)?	19 November 2020
When did you received the first instalment (exact date)?	04 th December 2020, second on 20 September 2021, Third on 29 July 2022
How many instalments were scheduled in your contract?	3
Did you experience funding gap during successive instalments?	No
Capacity building	
Did you benefit from capacity building support from the SOS programme	No Direct capacity building from SOS.
Technical	

Main activities implemented	<ul style="list-style-type: none"> • Blackview smart devices to gather information, photographs, and data in the field during human-Wildlife conflict scenarios (10 tracking units, 5 Satellite units, 10 camera traps, new telemetry tracking receiver, translocation logistic, etc.). • Deployment of camera traps into the field and fitment of tracking devices onto vultures. • Continue the conservation of viable threatened species populations in HiP by monitoring these wildlife populations. • Selection and training of 30 small businesses from areas surrounding Hluhluwe-iMfolozi Park. • Promotion of human-wildlife coexistence and striving to improve the livelihoods of neighbouring communities. • Development of a livestock predation handbook as an infield guide to help to identify tracks or any other evidence found at reported scenarios, thus improving effectiveness of response strategies.
Main results	<ul style="list-style-type: none"> • The first result on conservation management of threatened species to be supported by ongoing monitoring and analysis was achieved (Monitoring equipment purchased and deployed on priority species; data on movement patterns & distribution, health status, biology and ecology of 7 threatened and priority species collected). • The second result on Human-wildlife coexistence within surrounding communities enhanced achieved through training, reduction of losses and better collaboration between communities and park management. • The third result on prevention of killing threatened and priority species over the project period was also achieved through emergency response team who resolved 80% of incidents through its rapid emergency response. • The last result on the diversification of income generation strategies within informal sector businesses in neighbouring communities was achieved. • The human aspect of conservation, complex and delicate, has helped Wildlife ACT and its partners to take some valuable steps to improve communication between the park and the surrounding communities as well as helping to uplift local small businesses in the face of the Covid-19 Pandemic.
Evaluation criteria	
Relevance	Very High: Following the result of the Covid-19 lockdown, protected area monitoring which was funded through a tourism participation model has been lost, together with Wildlife ACT's long-term funding. The use of the grant of the IUCN SOS AWI programme appeared as an opportunity not to be missed.
Coherence	Very High: Wildlife ACT has a partnership with Ezemvelo, the provincial conservation authority, to conduct priority species monitoring and emergency response work in and around Hluhluwe-iMfolozi Park.
Effectiveness	Very High: All the outputs related to the 4 expected results mentioned in the project were achieved.
Efficiency	The procurement of all 10 GPS tracking units for wild dog and cheetah from the grant funding was not possible, as the cost of the specific Lora + VHF collar requested by park management cost greater than previously budgeted for. The procurement of only 7 collars from this grant funding did not impact on the project as the project was able to source alternative internal funding for the remaining 3.
Impact	This project provided significant support to Wildlife ACT in terms of staff development as well as exposure to new stakeholders and partners.

	The continuation of the monitoring of the priority species, rapid response actions and conflict mitigation are important to have a great impact on the species.
Sustainability	The project provided significant support to Wildlife ACT in terms of staff development as well as exposure to new stakeholders and partners.
Global evaluation	This project provided significant support to Wildlife ACT in terms of staff development as well as exposure to new stakeholders and partners. We would advise the extension of the grant period beyond 1 year and the reduction the reporting load to improve impact.
Photo of field visit	

PROJECT EVALUATION DATA SHEET	
Project ID	
Country	South Africa
Project Number	2021B-070
Project Title	Tembe Elephant Park threatened species and community conservation project.
Operator name	Wildlife ACT Trust Fund
Type of grant	Rapid Action Grant
Amount	90 718,36 Euros
Period	01/12/2021 - 01/12/2022
Project visit	
Date	21 March 2023
Type of meeting	Project presentations, meetings
Field visit	Field visit: Management, research Camp, viewpoints,
Admin & finance	
When did you apply for the SOS grant (exact date)?	30th August 2021
When did you receive the response from the SOS secretariat (exact date)?	1st Feedback on application - 14 October 2021 at 14:41:24 SAST
Did you have a negotiation phase? if yes, how long did it last?	Yes: A great deal of back and forth before final approve application - 19 November 2021 17:20
When was the contract signed (exact date)?	29 January 2022
When did you received the first instalment (exact date)?	14 th February 2022
How many instalments were scheduled in your contract?	3
Did you experience funding gap during successive instalments?	No
Capacity building	
Did you benefit from capacity building support from the SOS programme	No, it does not exist
Technical	
Main activities implemented	<ul style="list-style-type: none"> Support to the conservation of viable threatened species populations in Tembe by intensifying wildlife monitoring activities (tracking collars/units' deployment, LoRaWAN tracking units on black rhino, monitor priority species using 20 camera traps),

	<ul style="list-style-type: none"> • Data collection and sharing on movement patterns and distribution, health status, biology, and ecology of 5 threatened and priority species in Tembe (Analyse monitoring data, Monthly monitoring meetings, assistance with the capture, and monitoring of African Wild Dog, lion, rhino & elephant that are introduced or removed from the population in Tembe Elephant Park) • Improved HWC within the park, by upholding the existing sustainable reed harvesting agreement (Determine the presence/absence of lion in the reed harvesting areas). • Improved human-wildlife conflict mitigation around the park, through revised protocols, capacity building workshops, and handbooks (Refine the existing Wild Dog Management Agreement to guide and improve the efficiency of response to wild dog management, create a Livestock Predation Handbook to guide HWC responses in the field, Utilising the updated protocol relating to wild dog in the park, the existing HWC protocol relating to lion and other predators). • Governance training for Tembe Trust and Co-management Committee members (Host 1 workshop with the Tembe Trust and Co-management Committee, Host 2 governance training workshops for Tembe Trust and Co-management members, Host 4 follow-up meetings to evaluate and discuss implementation of learnings and provide continuous mentorship for governance support and capacity building).
Main results	<ul style="list-style-type: none"> • The Priority Species Monitoring team reported valuable information to reserve management on their daily monitoring of the 4 priority species (wild dog, lion, black rhino and elephant) which totalled to 9,940 kilometres of driving in the field. • First results “Conservation of threatened species is supported by ongoing intensive monitoring and data collection and analysis between” partially achieved as action is in progress (Monitoring equipment deployed on priority species (wild dog, lion, black rhino and elephant) within Tembe, enabling intensive monitoring). • The second result “Human Wildlife Coexistence is enhanced in and around Tembe Elephant Park with surrounding communities” is partially achieved and in progress. • The third result “Tembe Trust and Co-management members are equipped to effectively govern themselves and their projects” is also in progress.
Evaluation criteria	
Relevance	Very High: The protected area monitoring work of the grantee is funded through a tourism participation model, which was compromised by the restriction of the COVID-19 lockdown regulations. The emergency of the threat is based on the reduced operational capacity of the applicant and his partner during the COVID-19 lockdown and the required governance capacity of the management board facing the need to continue species monitoring.
Coherence	Very High: The project intervention contributes to the provincial and national conservation policy: anti-poaching activities, wildlife species monitoring, project management and the management of conflict.
Effectiveness	We have visited the project site and talked to the executant and beneficiary representatives who are working in the project.
Efficiency	Project ongoing with option of delay to go above 12 months of initial planning.

Impact	Project ongoing with limited visible impact. However, monitoring equipment are visible impacts for now.
Sustainability	Through the low-impact tourism model, the recovery of international movements has permitted the return of tourist/ Volunteer income generated, allowing the project to continue sustainably beyond the grant periods.
Global evaluation	Time allocated to this Rapid Action grant was too short. Extending the grant period beyond 1 year was obtained but the project is still facing the reporting load which could influence the impact.
Photo of field visit	

ECT EVALUATION DATA SHEET	
Project ID	
Country	South Africa
Project Number	2020B-045
Project Title	Rapid relief for Somkhanda Black Rhino Reserve
Operator name	Wildlands Conservation Trust
Type of grant	Rapid Action Grant
Amount	98 452.31 Euros
Period	17-11-2020 to 16-11-2021
Project visit	
Date	21 March 2023
Type of meeting	Project presentation, meetings
Field visit	No Field visits:
Admin & finance	
When did you apply for the SOS grant (exact date)?	Early September 2020
When did you receive the response from the SOS secretariat (exact date)?	10 th October 2020
Did you have a negotiation phase? if yes, how long did it last?	Yes: Project amended in June 2020
When was the contract signed (exact date)?	19 November 2020
When did you received the first instalment (exact date)?	04 th December 2020, second on 20 September 2021, Third on 29 July 2022
How many instalments were scheduled in your contract?	3
Did you experience funding gap during successive instalments?	No
Capacity building	
Did you benefit from capacity building support from the SOS programme	No applicable. However, this grant allowed WCT to maintain the security and monitoring staff capacity of Somkhanda Community Reserve
Technical	
Main activities implemented	<ul style="list-style-type: none"> Ten members of Anti-Poaching Unit (APU) received 12-month fixed term contracts. They were trained in the use of EarthRanger and issued 10 mobile GPS units. Grant secured for additional support for APU after 12-month period.

	<ul style="list-style-type: none"> • Security monitoring protocols developed and efficiently implemented. • Effectively monitored priority species as part of the daily patrols and snare-sweeping activities of the APU.
Main results	<ul style="list-style-type: none"> • The first result “improving a reserve security through training and employment” was achieved because of 10 member APU team are in place and funding secured for an additional 12 months. • Poaching incursions decrease by 50% from 20 per month to 10 per month because of 100% of patrols recorded using EarthRanger technology. • Monitoring is improved through technology on reserve, ensuring quicker access to data and less time in data administration
Evaluation criteria	
Relevance	Very High: The Somkhanda Black Rhino Reserve is a success story for community conservation in South Africa. Through a partnership with WCT the reserve successfully introduced Rhinos, wild dogs, lions, elephants and buffalos and relies heavily on income from international tourism to run efficiently. Due to the nation-wide COVID-19 lockdown, all tourism income disappeared. The remaining support from the national government, was indicated to stop soon, leaving the Anti-Poaching Unit extremely vulnerable
Coherence	Very High: Need to include the implementation of effective security and priority species monitoring plans and protocols, as well as the efficient use of technology to improve monitoring as the ranger corps has had to be decreased
Effectiveness	Very High: All the outputs related to the 3 expected results mentioned in the project were reported to be achieved. All components were achieved. Through the course of this project, and the associated funds to retain and train the full-time Anti-Poaching Unit, the overall objective has been achieved. The project support has had a very positive spin-off as it directly supports over 300 community members from the local community.
Efficiency	During the COVID19 pandemic, the reserve has been able to retain its valuable rangers and equip them with the skills and hardware to better report on activities in the reserve for more effective monitoring, operational management and reporting.
Impact	This project allowed for the broader Somkhanda Community Reserve to retain its security and monitoring staff capacity and thereby continue to do great work that contributes to the Black Rhino Expansion Programme. No jobs were lost, and key positions were retained. No Rhino was poached during the full implementation of the project, and the new monitoring system and improved security have aided in the increased security for the two rhino orphans introduced on the reserve.
Sustainability	Additional funds have been secured to ensure these same positions are retained for an additional 12 months beyond the end of the project period.
Global evaluation	All project work and the ongoing success of the Community Game reserve increase the visibility of WILDLANDS and the Reserve through any media and publicity associated with the Reserve.
Photo of field visit	
	No direct field visits.

PROJECT EVALUATION DATA SHEET	
Project ID	
Country	South Africa
Project Number	2020B-064
Project Title	Enabling ongoing and informed metapopulation management of the South-Western Black Rhino (<i>Diceros bicornis bicornis</i>) population in South African National Parks (SANParks)
Operator name	South African National Parks
Type of grant	Rapid Action Grant
Amount	72 554,16 Euros
Period	12 th July 2021 – 11 July 2022
Project visit	
Date	24 March 2023
Type of meeting	Online and phone calls
Field visit	No field visit
Admin & finance	
When did you apply for the SOS grant (exact date)?	The application was submitted online on 29 March 2021.
When did you receive the response from the SOS secretariat (exact date)?	The response was received on 2 July 2021 to inform that the grant application was approved. However, the first communication was received on 22 April 2021 informing us that our application is under review and clarity was requested on certain aspects of the application.
Did you have a negotiation phase? if yes, how long did it last?	We received an email on 22 April 2021 informing us that the application is under review and requesting clarity on certain aspects of the application. This communication and amendment to the application lasted approximately 6 weeks (6 June 2021). Confirmation of approval was received on 2 July 2021
When was the contract signed (exact date)?	The contract was signed on 12 July 2021.
When did you received the first instalment (exact date)?	The first instalment was received on 24 August 2021
How many instalments were scheduled in your contract?	Three instalments. The second one was received on 10 May 2022 and the final instalment after the audit clearing on 28 October 2022
Did you experience funding gap during successive instalments?	The challenge was with the delay in the payment of the first instalment as this was only received 5 weeks after the project contract was signed which resulted in forced delays in the procurement processes.
Capacity building	
Did you benefit from capacity building support from the SOS programme	No Direct capacity building from SOS.
Technical	
Main activities implemented	<ul style="list-style-type: none"> • Deployment of camera traps (focusing on high-density rhino areas) and regular downloading of data, as well as maintenance of camera traps. • A total of 97 camera traps were deployed across the 3 study sites (60 in Addo Elephant, 15 in Mountain Zebra and 22 in

	<p>Karoo NPs) including 42 cameras newly purchased with IUCN grant funding.</p> <ul style="list-style-type: none"> • Regular aerial surveys to monitor individuals and collation of all data collected from all survey methods. • Training of conservation staff specifically on the use of field data collection application software for all three sites. • All rhino databases were updated on a monthly basis.
Main results	<ul style="list-style-type: none"> • The first result of monitoring the black rhino population on an individual basis with the aim of having at least 90% of the population individually identifiable is largely achieved through intensive monitoring that leads to efficient ear-notching operations. • A total of 19 births were recorded across the three study sites during the project period. • All identifiable rhinos were located or captured by camera traps at least twice during the 12-month project period.
Evaluation criteria	
Relevance	Very High: Because of COVID19 lockdown, SANParks' lacked the full resources to continue with the current monitoring and management programme and therefore seeks funding for it.
Coherence	High: Despite the fact that the grant targeted civil society organizations, SANParks (public institution) is a lead implementer of South Africa's integrated rhino management strategy comprising compulsory anti-poaching; innovative biological management; developing long-term sustainable trade and implementing game-changing crime disruption while creating alternative economic opportunities for people.
Effectiveness	Very High: The project has effectively been carried out from the beginning to the closure and achieved all the 2 key expected results.
Efficiency	This project was purely a monitoring-based project to assist the various National Parks with the protection and management of the black rhino population. No communication materials were produced.
Impact	Delays experienced between the signature of the grant agreement and receipt of the first tranche of funding was 5 weeks and this resulted in forced delays in implementation procurement processes.
Sustainability	Continuation of the black rhino monitoring and conservation programme in Addo Elephant National Park is now funded through the innovative Conservation Impact Bond mechanism. In fact, Addo Elephant National Park has funds through Wildlife Conservation Bond for 5 years to assist with Black Rhino monitoring and management. Alternative funding is being sourced for the other study sites. Although the project duration is only 12 months, the longevity of the cameras is much longer and will continue to benefit the monitoring and protection of the populations for a much longer period of time.
Global evaluation	Due to the lack of a Project Manager reporting and administration were time-consuming and an additional burden on operational staff. The project was run by a governmental institution and not by a CSO. Therefore, to alleviate this burden on operational staff there should be allowance for the administration of the project to be run by an NGO. NGO processes allow for a more streamlined administration and procurement.
Photo of field visit	
	No Direct field visit

PROJECT EVALUATION DATA SHEET	
Project ID	
Country	South Africa
Project Number	P2020B-047
Project Title	Blue Swallow habitat conservation, management and monitoring
Operator name	Birdlife South Africa
Type of grant	Rapid Action Grant (RAG)
Amount	69 829,34 Euros
Period	1 January 2021 – 31 December 2021
Project visit	
Date	27 March 2023
Type of meeting	Online meeting
Field visit	No field visit
Admin & finance	
When did you apply for the SOS grant (exact date)?	September 2020
When did you receive the response from the SOS secretariat (exact date)?	December 2020
Did you have a negotiation phase? if yes, how long did it last?	No
When was the contract signed (exact date)?	5 January 2021
When did you receive the first instalment (exact date)?	January 2021
How many instalments were scheduled in your contract?	three
Did you experience funding gap during successive instalments?	No
Capacity building	
Did you benefit from capacity building support from the SOS programme	No Direct capacity building from SOS Secretariat. However, the project could bring on three full-time breeding monitors whom the project otherwise could not afford to train and employ.
Technical	
Main activities implemented	<ul style="list-style-type: none"> • Ecological planning and support; Invasive alien plant eradication support; Management effectiveness reporting completed. • 3 Landowners (from in Nirodha, Trewirgie, KwaWula) worked to declare their habitat area an important Blue Swallow breeding site (510 ha). • Draft management plans completed for Nirodha, Trewirgie, KwaWula and Minerva areas. • Completed agreement and supporting documents signed for only 2 areas.

	<ul style="list-style-type: none"> Landowner negotiation initiated; Completed site assessments; Completed agreement and supporting documents signed by landowners.
Main results	<ul style="list-style-type: none"> The first result of Securing 200 ha of additional Blue Swallow habitat areas was achieved. Management effectiveness and post declaration support implemented for 4 existing secured Blue Swallow habitat conservation areas. Blue Swallow population and breeding success is monitored throughout their range in South Africa.
Evaluation criteria	
Relevance	Very High: The project is about the conservation of the Blue Swallow (<i>Hirundo atrocaerulea</i>) which is endemic to sub-Saharan Africa, and is classified as Critically Endangered in South Africa, and Vulnerable globally.
Coherence	High: The project is useful in the context of Covid-19 induced economic difficulty, to maintain the conservation Outcomes targeted by: BirdLife South Africa and Ezemvelo KZN Wildlife, who are working with landowners to secure Blue Swallow habitat.
Effectiveness	Very High: The project over-delivered on almost all proposed objectives and completed all intended activities
Efficiency	The grant came on board during the middle of the breeding season of the Blue Swallows. Consequently, it could manage only half of the costs of the breeding season, compared to what was initially planned in the contract. The project team has not succeeded in successfully communicating this to the SOS Secretariat. No contract amendment was accepted in this direction. The project lost money on the grant and had to pay back some of the contract fees, meaning they could not continue some of the activities post-contract event with the remaining money.
Impact	The project significantly impacted its organizational ability to monitor and track Blue Swallow breeding success. Impacts are recorded on Project development and growth, and on human resources capacity.
Sustainability	The grant allowed Birdlife South Africa to expand their project capacity and do more. He could bring on 3 full-time breeding monitors whom they otherwise could not afford to train and employ. The project has subsequently found funding to continue with this expanded team.
Global evaluation	The project enabled 3 additional Blue Swallow monitors to be contracted, which not only improved the monitoring efficiency and area cover but also raised the visibility of BirdLife South Africa and awareness of the plight of the Blue Swallow in South Africa with landowners and communities. They lost money on the grant and had to pay back some of the contract fee, meaning they could not continue some of the activities post-contract event with remaining money.
Photo of field visit	
	No field visit

PROJECT EVALUATION DATA SHEET	
Project ID	
Country	South Africa
Project Number	2021B - 062
Project Title	Fire for frogs: Urgent controlled fire management to improve habitat for the Critically Endangered Rough Moss Frog
Operator name	Endangered Wildlife Trust
Type of grant	Rapid Action Grant (RAG)
Amount	36 380 Euros
Period	14 May 2021 – 14 May 2022
Project visit	
Date	28 March 2023
Type of meeting	Exchanges with Technical teams, meetings with managers on activities
Field visit	No field visit for this specific project
Admin & finance	
When did you apply for the SOS grant (exact date)?	15 December 2020
When did you receive the response from the SOS secretariat (exact date)?	12 January 2021
Did you have a negotiation phase? if yes, how long did it last?	Yes, from December 2020 to March 2021
When was the contract signed (exact date)?	14 th May 2021
When did you receive the first instalment (exact date)?	May 2021
How many instalments were scheduled in your contract?	3
Did you experience funding gap during successive instalments?	Yes
Capacity building	
Did you benefit from capacity building support from the SOS programme	No directly
Technical	
Main activities implemented	<ul style="list-style-type: none"> Scout fire break routes (firebreak plan report for approval by the Greater Overberg Fire Protection Association and the Overberg District Municipality Fire Department). Confirm landowners are registered with the Greater Overberg Fire Protection Association and permits are in place. Klein Swartberg Conservancy management plan produced. Ecological fire management for Rough Moss Frog, Western Cape. Firebreaks in place Oct 2021– March 2022. 4500 hectares burnt late March 2022 (600 planned). Confirmation of species activity in April and July. Pre-and post-fire monitoring (post-burn assessment of habitat recovery and Rough Moss Frog population)
Main results	<ul style="list-style-type: none"> Five properties surveyed on Kleinswartberg (achieved); Three newly found localities confirmed (achieved); Five landowners engaged (achieved) Four properties qualify as Nature Reserve (achieved)

	<ul style="list-style-type: none"> • 2654 hectares identified for habitat protection.
Evaluation criteria	
Relevance	Very high: Project very relevant given the place of habitat protection in conservation of threatened species (Critically Endangered Rough Moss Frog here = (<i>Arthroleptella rugosa</i>))
Coherence	<p>High: The interventions of fire and clearing will be to rehabilitate the site to be more representative of uninvaded habitat for the Rough Moss Frog. A fire management plan within the overall management of a balanced ecosystem and maintenance of the biodiversity state of the conservancy is therefore essential.</p> <p>This project contributes to a standard agreement with landowners whereby the proposed fire breaks are accepted, and cooperation agreed by the greater Overberg Fire Protection Association.</p>
Effectiveness	High: The big majority of results mentioned in the project proposal have been implemented and achieved
Efficiency	The 12-month timeframe was appropriate for the rapid action required for this project. However, delays in the reporting system meant that EWT has had to carry project costs for in excess of 9 months following completion of the SOS funded project.
Impact	<ul style="list-style-type: none"> • Newly found localities confirmed for conservancy. • Landowners engaged in the process. • Four properties qualify as Nature Reserve. • Known areas identified for habitat protection.
Sustainability	<ul style="list-style-type: none"> • Potential offset/acquisition for one key property on KSB. • Co-funding has been secured through several key partners (in particular the Fynbos Trust), to support ongoing management needs, as well as through EWT via the Rainforest Trust to support habitat protection efforts over the next 4-5 years. The site is considered an Alliance for Zero Extinction site (AZE) and is also attracting the attention of provincial and national government.
Global evaluation	<p>Fire management has successfully integrated the Rough Moss Frog breeding season to avoid mass mortalities. The earlier the fire (January to March) the more opportunity there will be for the vegetation to recover to support the breeding season.</p> <p>For this multi-stakeholder engagement project, clear communication was key with the landowners, conservation bodies (CapeNature), fire intervention organizations (Overberg District Municipality, Greater Overberg Fire Protection Association, Enviro Wildfire) and partners (EWT, Bionerds PTY Ltd, Klein Swartberg Conservancy, Fynbos Trust) resulted in the planning and execution of this project running smoothly.</p>
Photo of field visit	
	No field visit

PROJECT EVALUATION DATA SHEET	
Project ID	
Country	South Africa
Project Number	2021B - 063
Project Title	Supporting conservation canine units to detect and interdict illegal wildlife products and firearms on nature reserves to prevent wildlife trafficking
Operator name	Endangered Wildlife Trust
Type of grant	Rapid Action Grant (RAG)
Amount	94 306,49 Euros
Period	01/06/2021 - 30/05/2022
Project visit	
Date	28 March 2023
Type of meeting	Exchanges with Technical teams, meetings with managers on activities
Field visit	We have assisted to a demonstration from a trained detection dog in the training center near the EWT office in Midrand
Admin & finance	
When did you apply for the SOS grant (exact date)?	
When did you receive the response from the SOS secretariat (exact date)?	
Did you have a negotiation phase? if yes, how long did it last?	Yes
When was the contract signed (exact date)?	2 June 2021
When did you receive the first instalment (exact date)?	11 th October 2021
How many instalments were scheduled in your contract?	3
Did you experience funding gap during successive instalments?	
Capacity building	
Did you benefit from capacity building support from the SOS programme	No Direct capacity building from SOS. But the funds supported salaries during the project, allowed to take on a new handler and trained three new dog handlers
Technical	
Main activities implemented	<ul style="list-style-type: none"> • Procurement of green dogs. • For detection dogs, imprint them on wildlife products and ammunition. • Train and certify dogs for detection or tracking (Three detection dogs to three reserves (two have been deployed), Three tracking dogs to three reserves (all three have been deployed)) • Develop Temporary Custodianship Agreements with reserves where detection dogs will be deployed. • Deploy certified dogs to target. • Provide follow up support for reserves for the duration of the SOS project. • Three handlers underwent training.
Main results	<ul style="list-style-type: none"> • Detection dogs prevent the movement of illegal wildlife products or unregistered firearms and ammunition through selected reserve gates. • Tracking dogs successfully track 80% of known incursions into reserves from entry point to departure point by turning them into harder targets for poachers;

	<ul style="list-style-type: none"> • Dogs work effectively at all times in carrying out the detection and tracking duties. • All reserves visited • Two kennels built.
Evaluation criteria	
Relevance	High: Conservation canines are an important tool in the armoury of anti-poaching operations and can be used effectively in conjunction with other methods
Coherence	High: All reserves for which the project has proposed canine support have established anti-poaching units, but they either have limited canine support that needs extra support to ensure their dog teams are working effectively.
Effectiveness	High: Effectivity of the trained dog, trained dog handlers. The project achieved most of its targets but could have use more time to finish and do monitoring and evaluation
Efficiency	Project timelines were too short – one year to implement the project and measure impact was not enough
Impact	Effectivity of the trained dog, trained dog handlers
Sustainability	Since supported reserves have been clearly instructed that covering salaries are their responsibility, the EWT has no constraint to look for salaries for dog handlers once the one-year project period is over. However, EWT has had to find additional funds to provide ongoing support to reserves.
Global evaluation	Setting up or maintaining a successful conservation canine unit in a reserve is dependent on having a “champion” within the reserve to provide constant support to the canine dog-handler team
Photo of field visit	

PROJECT EVALUATION DATA SHEET	
Project ID	
Country	South Africa
Project Number	2021B - 066
Project Title	Improving the conservation of highly threatened and endemic South African wildlife through habitat protection, improved knowledge, and stakeholder participation
Operator name	Endangered Wildlife Trust
Type of grant	Rapid Action Grant (RAG)

Amount	96 526 Euros
Period	5th October 2021 – 04 October 2022
Project visit	
Date	26 and 28 March 2023
Type of meeting	Exchanges with Technical teams, meetings with managers on activities
Field visit	Field visit of a sample of conservancy in KwaZulu Natal and Western Cape
Admin & finance	
When did you apply for the SOS grant (exact date)?	July 14, 2021 (revised application)
When did you receive the response from the SOS secretariat (exact date)?	
Did you have a negotiation phase? if yes, how long did it last?	Yes: revised version of the application was submitted on July 14 th 2021
When was the contract signed (exact date)?	5 October 2021
When did you receive the first instalment (exact date)?	October 2021
How many instalments were scheduled in your contract?	3
Did you experience funding gap during successive instalments?	No
Capacity building	
Did you benefit from capacity building support from the SOS programme	Not directly for SOS Secretariat, but the project was able to keep valuable staff members in the field
Technical	
Main activities implemented	<ul style="list-style-type: none"> Biodiversity conservation in conservancy (key birds and sungazer custodian, amphibians) Contribution to EWT Drylands Conservation Programme (Succulent Karoo with conservation of Riverine Rabbit and golden mole: Identify two priority areas for conservation in each population; Develop a distribution map to guide efforts for the conservation of the species, conduct three camera trap surveys to enable a better understanding of distribution of Riverine Rabbits in novel areas, conduct media campaigns to increase knowledge and awareness for both species, etc.) Contribution to EWT Birds of prey Programme (2 Cape Vulture Vulture Safe Zones (VSZs) established in the Eastern Cape and central Karoo, to mitigate and where possible remove key threats to Cape Vultures from over 250 000 hectares of key vulture habitat: potential (population & habitat), direct threats, risk assessment and mitigation, Long-term sustainability of resource use and reduced conflicts with wildlife, Enabling Conditions, ...).
Main results	For the EWT Drylands Conservation Programme, many landowners (total 16 385 ha) have signed agreements that state their intention to declare their properties as Nature Reserves. The contracts have been submitted to the provincial conservation authority for signing
Evaluation criteria	
Relevance	High: The grant came at an opportune time when funding from EWT was slashed due to COVID 19
Coherence	High: Integration of rural production with biodiversity conservation within conservancy approaches
Effectiveness	Moderate: The project was able to meet or exceed most of its stated objectives/deliverables or in certain cases implement adaptive management. We have not received the submitted report.
Efficiency	.

Impact	<ul style="list-style-type: none"> • This project enabled EWT to strengthen its presence for amphibian conservation in the Western Cape. • Recognition for being able to facilitate applied conservation action in the region. Klein Swartberg Mountain being identified as an Alliance for Zero Extinction site. • Big commitment to declare a Protected Environment to conserve the golden moles on his properties or collaborate with the Richtersveld local municipality (Port Nolloth).
Sustainability	<p>The project deliverables will have been met on some work on habitat represents long-term projects as we will source ongoing funding to service these projects.</p> <p>EWT takes a long-term perspective of the landscape they are active in. These are embedded in their strategies ensuring that their work in these areas is ongoing and that funding is sought.</p>
Global evaluation	<p>The project was able to meet most of the stated objectives or deliverables and implement adaptive management. The project is divided into achievable objectives that benefit all the project target species, as well as adding an awareness component to gather community involvement.</p> <p>The main issues raised by the executants of the project are about the administrative loads: complex reporting templates, and diligence in finance management. The reporting needs to be more flexible and shorter.</p>
Photo of field visit	

PROJECT EVALUATION DATA SHEET	
Project ID	
Country	South Africa
Project Number	P2022B-071
Project Title	Buffering South Africa's unique succulent species from the impacts of the illegal wildlife trade
Operator name	Wilderness Foundation Africa
Type of grant	Rapid Action Grant (RAG)
Amount	92 389.32 Euros
Period	01/05/2022 – 30/04/2023
Project visit	
Date	27 March 2023
Type of meeting	Online meeting
Field visit	No field visit
Admin & finance	
When did you apply for the SOS grant (exact date)?	25 March 2022
When did you receive the response from the SOS secretariat (exact date)?	6 May 2022,

Did you have a negotiation phase? if yes, how long did it last?	Yes: re-submitted 27 May 2022, Approval on 6 July 2022
When was the contract signed (exact date)?	12 July 2022, counter-signed and submitted 13 July 2022
When did you receive the first instalment (exact date)?	28 July 2022
How many instalments were scheduled in your contract?	2 tranches, first tranche received 28 July 2022, second tranche after report
Did you experience funding gap during successive instalments?	No second tranche yet received since report submitted on 10 th February 2023
Capacity building	
Did you benefit from capacity building support from the SOS programme	No Direct capacity building support from SOS Secretariat. The funding did not have specific capacity building components for WFA, but the organization definitely benefitted through the implementation of the project and the project team has effectively become competent of all the aspects related to the challenges of the succulent plant trade, the role players and opportunities for focussed conservation interventions.
Technical	
Main activities implemented	<ul style="list-style-type: none"> • First Draft report completed of all available technologies that could be piloted in remote location in the Succulent Karoo. • To date: ex situ plant material of 22/36 target species in the collections within the four Botanical gardens. • Five workshops completed with a total of 90 community representatives and other stakeholders: • First Draft Community-driven anti-poaching and communications strategy in response to succulent plant poaching completed (draft under circulation for input). • The draft report summarizing the trends and recommended processes that can support investigators conducting ongoing succulent plant poaching investigations in the Namaqualand region, is currently being finalized: First Draft Standard Operating Procedures (SOP) completed following an analysis of succulent plant poaching arrests and the flow of information within law enforcement agencies. (draft under circulation for input).
Main results	<ul style="list-style-type: none"> • The consultative process followed to engage with law enforcement and Protected Area management agencies in preparation; • Standard Operating Procedures (SOP) and trends reports, as well as the initial planning for the prosecutor training workshops, have resulted in improved communication and cooperation between the groups addressing the plant poaching challenge. • Active participation and support in the preparation of the various documents and allied processes underway. • 7 foreign nationals were arrested and convicted for the possession of endangered plant material.
Evaluation criteria	
Relevance	High: The project developed by Wilderness Foundation Africa (WFA) is based on the key actions identified to contribute to the National Response Strategy (NRS). In fact, between 2021 and 2022, South Africa's government conservation agencies and NGO partners drafted a NRS and Action Plan to address the illegal trade in South African succulent flora.
Coherence	High: The project team has been given confidence by the development of the National Response Strategy and Action Plan to address the illegal trade in South African succulent flora.

Effectiveness	High: The project is still ongoing and is progressing well. Progress report recently submitted. All components have contributed at a high level that has enabled the planned objectives to be almost achieved.
Efficiency	For the 13 species where no ex-situ conservation collections are available, one species in the original proposal, <i>Conophytum phoenicium</i> , will not be possible to collect as the project has not managed to track down extant in-situ subpopulations (option of compensation).
Impact	11 of the 36 target species' populations have declined during the reporting period as they have been illegally collected for the specialist ornamental succulent trade. These species would have gone functionally extinct, but fortunately, the project has managed to collect them and have living plant material banked in ex-situ conservation collections.
Sustainability	The project is still ongoing. The success of this project is based on the relationships with the conservation agencies and law enforcement support. The project has improved the capacity WFA to influence and network and has also put WFA in a strong position to develop proposals and raise the funding still needed to carry out many of the recommendations made, particularly in the technology and investigative support areas.
Global evaluation	The project has far managed to undertake ex-situ conservation measures for 22 of the 36 target species. Given that succulent species are so restricted in their distribution the project is having an impact on 100% of each of their populations. Additional funds would have enabled the implementation of the logical next steps required in securing the Succulent Karoo flora and the skill strengthened by this project. The coaching of the project was not updated as the project received the communications deadline dates and dropbox link only six months after the project started.
Photo of field visit	
	No field visit

PROJECT EVALUATION DATA SHEET	
Project ID	
Country	South Africa
Project Number	2022B-072
Project Title	Enabling continuation of monitoring and appropriate management of threatened seabirds in the Addo Elephant National Park MPA
Operator name	Wilderness Foundation Africa
Type of grant	Rapid Action Grant (RAG)
Amount	99 703,91 Euros
Period	13 July 2022 – 13 July 2023
Project visit	
Date	27 March 2023
Type of meeting	Online meeting
Field visit	No field visit
Admin & finance	
When did you apply for the SOS grant (exact date)?	25 March 2022
When did you receive the response from the SOS secretariat (exact date)?	6 May 2022
Did you have a negotiation phase? if yes, how long did it last?	Yes: re-submitted 18 May 2022; 9 June 2022, resubmitted 15 June 2022; approval on 6 July 2022 (4 months of negotiation)

When was the contract signed (exact date)?	12 July 2022, countersigned and submitted 13 July 2022
When did you receive the first instalment (exact date)?	28 July 2022
How many instalments were scheduled in your contract?	2 tranches, first tranche received 28 July 2022, second tranche after report
Did you experience funding gap during successive instalments?	No second tranche received since report submitted in February 2023 (urgent need to pay salaries)
Capacity building	
Did you benefit from capacity building support from the SOS programme	No Direct capacity building from SOS. However, the capacity of SANParks to manage and monitor their seabird populations and associated marine habitats has undoubtedly been strengthened. The project has built the capacity of WFA to manage a support project of this nature and has resulted in an improved understanding of the challenges related to the planned objectives.
Technical	
Main activities implemented	<ul style="list-style-type: none"> • Monitoring African Penguin populations and thereby reduce mortalities, in progress. • Monitor African penguin nesting success and reduce chick mortalities in progress. • Monitor and where appropriate manage Cape Cormorant population and breeding grounds. • Counts of Kelp gulls daily to establish population estimates and impact of predation.
Main results	<ul style="list-style-type: none"> • Monitoring (81 days), foot patrols (242) with no oiled birds detected. • 27 African Penguin Adults; 11 African Penguin Blues/juveniles; 13 penguin chicks, 2 Cape Gannet adults, and 3 Cape Gannet chicks taken into rehabilitation and removed to the mainland for further rehabilitation at SANCCOB. • 33 African Penguin Adults; 35 African Penguin Blues/juveniles; and one Cape Gannet adult were released back onto Bird Island after rehabilitation. • Monitoring of 347 artificial nests and 100 natural nests on Bird Island documenting occupancy of penguin adults, eggs and chicks. • No disease outbreaks were detected on Bird Island. • 34 Vehicle and foot patrols along Woody Cape shoreline, no sick, diseased or oiled Cormorant birds and/or signs of water contamination (oil spills) detected
Evaluation criteria	
Relevance	High: Until recently, St Croix Island had the biggest penguin population in the world, but recent studies have shown that the colony has decreased by 90% over the last 10 years, while the Bird Island penguin colony has halved at the same time. Although the growth of this population is influenced by several factors, stabilizing or increasing the African Penguin population on these islands is vitally important and relevant.
Coherence	High: In 2022, WFA joined hands with SANParks to assist with interventions, as part of the National Biodiversity Management Plan for penguins, which include ongoing monitoring of the African Penguin and Cape Gannet populations on Bird Island.
Effectiveness	High: Through the appointment of the 7 seabird monitors, the overall conservation capacity within the Marine Section of Addo Elephant National Park has increased significantly.
Efficiency	The project is still ongoing and is progressing well
Impact	The project is still ongoing and is progressing well
Sustainability	The project is still ongoing and is progressing well

Global evaluation	This project is in urgent need of second instalment to be able to perform (Salaries) and deliver expected results. The project had succeeded to reinforce the partnership between WFA and SANParks. The ability of SANParks (or WFA on behalf of SANParks) to raise additional funding in order to extend the personnel contracts beyond this project cycle is one of the needs to ensure that activities are both reinforced and continued.
Photo of field visit	No field visit

PROJECT EVALUATION DATA SHEET	
Project ID	
Country	South Africa
Project Number	2021B-068
Project Title	Active Restoration of the Fragmented Habitat of the Endangered Western Leopard Toad in Tokai Park, Cape Town.
Operator name	Friends of Tokai Park
Type of grant	Rapid Action Grant (RAG)
Amount	99 220 Euros
Period	01/02/2022 to 31/07/2022, extension until October 31, 2022
Project visit	
Date	27 March 2023 and 25 April 2023
Type of meeting	Online meetings
Field visit	No field visit
Admin & finance	
When did you apply for the SOS grant (exact date)?	Date not provided
When did you receive the response from the SOS secretariat (exact date)?	14 May 2021
Did you have a negotiation phase? if yes, how long did it last?	Yes, about 7 months, although this was in part due to an email malfunction on the SOS side which delayed responses by 2 months
When was the contract signed (exact date)?	28 January 2022, Amendment No. 1 on June 6, 2022, for a rectification of article 7.1.i, Amendment No. 2 on July 14, 2022, for a no-cost extension until October 31, 2022, Amendment No 3 to reduce the budget to EUR 96,652
When did you receive the first instalment (exact date)?	10 February 2022

How many instalments were scheduled in your contract?	3
Did you experience funding gap during successive instalments?	No answer recorded
Capacity building	
Did you benefit from capacity building support from the SOS programme	No Direct support from the SOS Secretariat. The project lacked more support for the grantees, in the context of smaller or less-experienced organisations. While SOS secretariat staffs who dealt with the financial and reporting aspects of the project were available and helpful when approached, more available training and active guidance with reporting and aspects of the project could be a good value add for future endeavours. However, the project was able to hire an accountant for the duration of the project, increased its social media presence and published a professional journal article. Most of the project left the CSO at the end of the grant.
Technical	
Main activities implemented	<ul style="list-style-type: none"> • Recruitment for positions (interns, site manager, accountant) done for the project duration. • Project meetings held and notes recorded. • Monitoring and evaluation of the project activities performed. • Twelve interns were trained to perform alien clearing in ecologically sensitive habitats. • Interns clear approximately 40 ha* of Tokai Park of invasive aliens.
Main results	<ul style="list-style-type: none"> • The project has been successfully completed, financial updates given, weekly reports generated, objectives achieved, and scheduled project meetings held. • A total of 6.3 ha of Peninsula Granite Fynbos and Cape Flats Sand Fynbos was cleared of alien vegetation, with an overall 22-26% reduction in alien tree cover, resulting in only 4% alien invasion remaining. • 5 of the 7 designated planting sites were planted with indigenous seedlings in Tokai Park by the project end date. • This project helped realize the commitment to the restoration and conservation of Tokai Park and demonstrate to the public the ways in which positive change can be made (2793 followers in Facebook)
Evaluation criteria	
Relevance	High: Restoration of endangered Western Leopard Toad by clearing invasive aliens and by replanting lost indigenous plant species in sections of Tokai Park in Cape Town
Coherence	High: Contribution to the threatened species rehabilitation (contribution to SDG 14 and 15 and Aichi target 5 and 9).
Effectiveness	Medium: The project was effective during the planning time with a dedicated team, executing activities and producing results. The project met its aims and goals, as well as achieving more general add-on benefits for conservation. Many staffs were full-time volunteers, who became busy with new jobs and other commitments.
Efficiency	Medium: Considering that the project spanned only 6-9 months the reporting frequency at the halfway point landed up being after only three months which was quite soon into the project and required resources to be allocated to it in a very busy period of the project.
Impact	The SOS programme has helped to show that FOTP, a small organization, was able to run large-scale projects; hopefully, this has certainly increased its reputation as they apply for future funds.
Sustainability	Friends of Tokai Park has a strong volunteer base and has incorporated areas to focus on during the project into those focused on by the volunteer groups who routinely clearly alien vegetation. They also were able to

	purchase some equipment which will be useful beyond the duration of the project
Global evaluation	The project met its aims and goals, as well as achieving more general add-on benefits for conservation. However, apart from reporting and project completion activities, the project did not continue after the end of the grant period. FOTP would have appreciated receiving more support to continue to grow in areas of financial capacity, project management and project scope.
Photo of field visit	No field visit