

TERMINAL EVALUATION REPORT OF THE UNDP/GEF PROJECT

**GHANA: SUSTAINABLE LAND MANAGEMENT FOR MITIGATION LAND
DEGRADATION. ENHANCING AGRICULTURAL BIODIVERSITY AND
REDUCING POVERTY (SLaM)**

(PROJECT ID: PIMS 2836; ATLAS 00044241)

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LST OF ACRONYMS

ACRONYMS

ADB	African Development Bank
ARI	Agricultural Research Institute
AU	African Union
CERSGIS	Centre for Remote Sensing and Geographic Information Services
CIDA	Canadian International Development Agency
CRI	Crops Research Institute
CSIR	Council for Scientific and Industrial Research
EPA	Environmental Protection Agency
FAO	Food and Agriculture Organization
FBO	Farmer Based Organization
GEF	Global Environmental Facility
GIS	Geographic Information System
GoG	Government of Ghana
HPI	Heifer Project International
KNUST	Kwame Nkrumah University of Science and Technology
MES	Ministry of Environment and Science
MoLF	Ministry of Land and Forestry
MoLGRDE	Ministry of Local Government, Rural Development and Environment
MoFA	Ministry of Food and Agriculture
MoLFM	Ministry of Lands, Forestry and Mines
MoFEP	Ministry of Finance and Economic Planning
MTR	Mid Term Review
NEPAD	New Partnership for Africa's Development
NGO	Non-Government Organization
PLEC	People, Land Management and Ecosystem Conservation (formerly People,
SLaM	Sustainable Land Management for Mitigating Land Degradation, Enhancing Agricultural Biodiversity and Reducing Poverty
SLaM	Sustainable Land Management
SRI	Soil Research Institute
SRLF	Sustainable Rural Livelihood Framework
UDS	University for Development Studies
UG	University of Ghana
UMK	Upper Manya Krobo
UNDP	United Nations Development Program
UNU	United Nations University
UNU/INRA	United Nations University Institute for Natural Resources in Africa
USAID	United States Agency for International Development
VBRP	Volta Basin Research Project

EXECUTIVE SUMMARY

The project “Sustainable Management Land Management for Mitigating Land Degradation, Enhancing Agricultural Biodiversity and Reducing Poverty (SLaM)” is a collaborative effort of the United Nations Development Programme (UNDP), the Global Environment Facility (GEF) and the Ministry of Local Government, Rural Development and Environment on behalf of Ghana Government. SLaM project seeks to contribute to sustainable ecosystem-based integrated land management in globally, nationally and locally significant land resources in agricultural areas under threat of land degradation, for greater ecosystem stability, enhanced food security and improved rural livelihoods. The project has a total budget of USD 1,758,023 that were financed by the GEF USD 954,000 and by co-financing commitments of about USD 813,023. This pledged support amount was barely honoured. In the main, the activities were very nearly solely GEF-financed.

To achieve the afore-mentioned goal, the project was to:

- Promote ecosystem recovery through demonstration and upscaling of best practices in sustainable land management to enhance ecosystem stability and functions, agricultural productive capacity, food security and rural livelihoods in priority degraded lands, and
- Strengthen capacity for mitigation of land degradation and for sustainable land management through greater awareness, mainstreaming, and policy reform.

The SLaM comprises three sub-projects focused upon:

- Development of methodologies for identifying threatened or degraded lands and sustainable land management systems.
- Application of the developed methodologies for the purpose of recovering degraded lands
- Capacity building.

The implementation of the project was done by Ministry of Local Government, Rural Development and Environment, through a University of Ghana-led consortium of scientists and institutes (e.g. UNU/NRA and CSIR) that were constituted into three teams. Team 1 was based at the University of Ghana, Legon, Team 2 at University of Science and Technology, Kumasi and team 3 at University of Development Studies, Tamale. The National Coordinator for the Project was based at the University of Ghana, Legon, which also served as the national headquarter for the project. UNDP Ghana Country Office was involved in guiding project implementation and evaluation reviews. The project implementation was overseen by a Steering Committee made up of representatives of about ten Ministries (See the Ministries composition in Annex 10) and UNDP.

SLaM Project was implemented over a period of 4 years, starting from 01 April 2005 and ending 31st March 2009. A Mid-Term Evaluation was undertaken in September 2007 to provide a full overview of the implementation progress to that time and propose corrective measures, if any, for the remainder of the Project. This terminal evaluation

provided a professional assessment of the performance of the 4-year implementation, with particular reference to the achievement of its target objectives and outcomes.

This final project evaluation - a requirement of UNDP/GEF procedures - was initiated by UNDP Ghana as the GEF Implementing Agency. It provides an in-depth reflection of project progress and priority actions for future UNDP/GEF projects. It also provides managers (Administration of the SLaM project, UNDP Ghana Country Office and UNDP/GEF levels with complete and convincing evidence in determining the success of the project and - based on the project achievements - in providing guidance to future UNDP and UNDP/GEF projects in the fields of Sustainable Land Management. This evaluation is based on a desk review of project documents and on interviews with project staffs and key project informants. The methodology included the development of an evaluation matrix to guide the entire data gathering and analysis process. The findings were triangulated with the use of multiple sources of information when possible. The evaluation report is structured around the GEF five evaluation criteria: Relevance, Effectiveness, Efficiency, Results/Impacts and Sustainability.

Main findings:

Relevance and country drivenness: Overall, the project was highly relevant for Ghana with respect to enhancing the enabling environment and capacity for developing sustainable land management practices to arrest land degradation and promote healthy ecosystems and sustainable livelihoods in different ecological zones of the country. It is in line with the development objectives of Ghana and those of UNDP and GEF in the country. The project's conceptualization and design are highly relevant and strongly rooted in the participation of different stakeholders. The project supported the development and application of a number of SLaM best practices and its objectives are similar to those of the UNCCD and have a great potential to contributing positively to the country's efforts at achieving MDGs, particularly the goal for environmental sustainability.

Efficiency: The project efficiency was highly satisfactory. It was well managed and the resources were utilized efficiently. It used adaptive management extensively to secure project outcomes while maintaining adherence to the overall project design. The log-frame is one of the main management tools used to guide the implementation of the project. A highly successful project team implemented the project. They used short-term consultants extensively; mostly-national consultants.

Effectiveness: The achievements of the project are highly satisfactory. It met - and sometimes exceeded - its expected targets. The project contributed to the development of a better capacity - particularly within the farming communities of the areas where the project was implemented. The project delivered what it was supposed to deliver and Ghana is now better equipped to implement SLaM measures and prevent further land degradation. The strong capacity development focus contributed to the success of the

project and its long-term sustainability. This approach was very much in line with the global acceptance that capacity development encompasses the acquisition of skills and knowledge for individuals, the improvements of institutional structures, mechanisms and procedures and finally the strengthening of an enabling environment with adequate policies and laws. The review of the project risks indicates that the risks exist and may hamper the long-term impact and sustainability.

.Impact: The potential for the project to achieve its long-term goal and objective is highly satisfactory. It has performed satisfactorily in the areas of (i) attainment of goals and objectives, (ii) contributing to the global environmental goals of SLaM, especially as many of the SLaM methodologies that were introduced to farmers are consistent with the protection and preservation of the environment and (iii) enhancing farmers' income in the long-run through incomes that would be derived from the sales of yields of economic trees that have been used for land restoration through agro-biodiversity.

Sustainability and replicability: The sustainability and replicability potential of the project is highly satisfactory, though this could be improved with immediate support to enhance the enabling environment in terms of policy mainstreaming and government continuous commitment to sustain the tremendous achievements of the project's objectives in terms of relevance, effectiveness and efficiency.

Overall the project has performed satisfactorily. The project successfully reached its expected results by meeting its expected targets. The focus on capacity development and the participatory approach contributed to a strong realization of the project achievements. Ghana now needs the necessary policy to sustain the achievements of SLaM and ensure the realization of its high potential for a positive long-term impact.

The project was managed by a highly effective management team. Under the excellent leadership of the Project Coordinator, there was a high participation level of the farmers, which constitute a good element of replicability and sustainability in case of policy support and/or availability of additional financial resources to upscale SLaM.

Recommendations

Emerging from the evaluation study, we make the following issue-related *recommendation* with some explanations as to their importance for the sustenance of this valuable project:

1. **Long period of methodological development:** Intensified, but short period of methodology development and training to ensure a longer period of practical field intervention may enable farmers to reap the benefit of their participation, particularly harvesting of fruits from introduced agrobiodiversity resources, within the 4-year project's life span.

Recommendation: *We recommend that the period of planning and sensitization through participatory methodology should not be more than 6 months for future similar interventions.*

2. **Improving farmers' access to productive assets and marketing opportunities:** In recognition of the poverty level of participating farmers and the need to reduce it within the context of promoting sustainable land management, a mechanism to enhance the access of farmers to productive assets would have been ideal to promote upscaling and sustainability. This can be obtained by them rearing ruminants etc to supplement incomes. One possible approach would be for some interested farmers to become expert at developing and maintaining plant nurseries and selling the young plants to obtain supplementary income. An assured market that provides them with just return for their investment of time and efforts will encourage them to continue to produce. A review of the various sites suggests that situation of farmers' inability to sell crops at a reasonable price exists but so far no satisfactory provision exists to help farmers to overcome this constraint to production.

Recommendation: *We recommend that the issue of improved access to productive assets should be looked at very critically as well as facilitating their access to this productive asset be explored towards ensuring that the positive impacts of the project are not only sustained, but also upscaled for enhanced impact. In addition, future SLaM activities should investigate the possibility of setting up viable and effective associations for farmers, and lobby for better government policies that would help them.*

3. **Meeting farmers' short-term or immediate needs:** Most of the fruit and economic trees that were used to introduce the concept of agro-forestry to participating farmers in the SLaM project have a minimum of four to five years of gestation. Thus, it was obvious that additional sources of livelihoods from agricultural practices for the urgent, immediate and short-term needs of farmers are critical for the success of SLaM. Typical examples of short-term means of livelihoods that could be of interest to farmers include snail rearing and rearing of small animal ruminants for immediate disposal for cash income. This would reduce their dependency syndrome.

Recommendation: *We recommend that the enhancement of the capacity of farmers to meet their immediate and short-term needs through training to engage in income-generating small-scale agricultural diversification and sustainable means of livelihoods (e.g. snail rearing should be included in future similar projects. This will not only encourage farmers to sustain their interest in maintaining fruit and economic trees on their leased lands (a critical sustainability element of improved biodiversity for SLaM), but would also ensure have access to additional sources of income during the gestation period for the fruit and economic trees (a major expected outcome of SLaM's intervention) that were introduced to them as alternate means of improving land use for environmental sustainability.*

4. **Publicity and dissemination for integration into policy decision-making:** The project undertook a number of information dissemination activities through workshops and the media. The project also has a substantial number of activities that made a positive impact on policies that apply to land tenure, markets, respect for the environment, etc. The basis already exists for the project to make a significant impact on policies for SLAM. Nevertheless, the evaluators noted what we regard as “limited conviction” on the part of many policy makers on the need to sustain SLAM. Thus we conclude that there is still the need to further work on policy-makers to ensure mainstreaming of SLAM into government’s development policies and poverty reduction strategies as perhaps the most assured means by which the valuable achievements of the SLAM would be sustained and upscaled.

Recommendation: *We recommend that the scientists that were involved in the implementation of the project should explore opportunities that could be available for them to share the best practices that emerged from the project implementation (e.g. nature of intercropping, weed types and control mechanisms) at national and international levels. This could be supported by development partners, including UNU and UNDP.*

5. **Project management and focus:** There is no doubt that the project was well managed with excellent report produced. Nevertheless with noted that its overall orientation was largely research based that allowed unproportionately lower (relative to scientific findings and overhead cost) than initially planned for field interventions. This we attribute to the use of coordinating units that were based in universities and Research Institutions though this has produced very good results and methodologies.

6. **Recommendation:** *We recommend that UNDP should support and coordinate a well-defined strategy to initiate an inter-ministerial (e.g. between MEST, MoFA, MLGRD, Ministry of Finance etc) dialogue and sensitization approach that would ensure that necessary policy and financial support for SLAM upscaling is on board immediately. Luckily, we can confirm from our discussion during the mission that MEST is favourably disposed to this suggestion.*

6. **Proportion of resources available to direct or indirect farmers’ support:** There is a critical issue of a fairly large amount of resources committed to scientific research and overheads relative to the resources that eventually got committed to direct support to farmers in terms of training, and field interventions (Table 3: Itemized project inputs/resources and cost). This undoubtedly affected the scale of operational field activities in the long run. We recognize that participatory approach could be time consuming and costly, but we are also of the view that some of the results of the very detailed scientific assessment could be achieved with reduced, but strategic interventions that could have saved cost. This could have made available additional resource for the use of direct support to farmers which could have enlarged the scale of intervention in the field for more impact.

Recommendation: *We recommend that future intervention of this nature should strategically ensure that not less than 60% of the available resources are committed to practical demonstrations that would enhance visible impact.*

Lessons Learned

The following are the main lessons that are eminent from the project execution:

1. A supposedly degraded land under a particular agricultural practice or system could be of a higher value to other uses. All that is required is for a farmer to be exposed to the best practice alternatives.
2. Capacity building through participatory methodology development is essential for ease of adoption among rural farmers.
3. Land ownership is critical to ensuring farmers' interest in SLAM as many farmers are not very confident of planting tree crops without the assurance that they would reap maximum benefit from the land before their lease expired.
4. Involving policy maker right from the formulation stage of the project and throughout its implementation enhances chance of replicability and sustainability. This is demonstrated by the support that MoFA recently provided to some farmers in the northern sector of the project area (irrigation pump, training and some emolument), even after the project has ended.
5. Sustainable partnership with civil society organization is a viable means to ensure sustainability of this type of project for future upscaling and replication. Typical example is the current agreement between some communities in the north and an NGO – Heifer [International](#)– that appears to be sustaining the tempo of the successes recorded by the project

1. INTRODUCTION

Land degradation, as manifested especially by deforestation and desertification, has not only threatened the lives and livelihoods of people living under its shadow, but has in some instances disrupted economic development and triggered sub-regional and regional conflicts and instability. It particularly affects those who depend most directly on natural resources for their survival and its impacts (e.g. loss of biodiversity, reduced atmospheric and subterranean carbon sequestration, and pollution of international waters) significantly affect environmental and food security.

Land degradation in Ghana takes place through deforestation, biodiversity loss, erosion and climate warming. Livelihoods are threatened by severe soil erosion, which is associated with accelerated vegetative cover removal by unsustainable farming and grazing practices. About 70% of the land in Ghana is subject to severe sheet and gully erosion. Soil erosion has undermined agricultural productivity. Biodiversity loss through deforestation and land degradation is about 4% of Ghana's GDP.

Tackling land degradation in Ghana requires that a coherent and strategic intervention is adopted in which sustainable land management into national development priorities and best land management practices are implemented. The UNDP/GEF Project "*Sustainable Land Management (SLaM) for Mitigating Land Degradation, Enhancing Agricultural Biodiversity and Reducing Poverty*" (PIMS 2836) is a catalytic intervention to address the issue of land degradation in various ecological zones of Ghana. Preceding this project was another UNDP/GEF-funded project on People, Land Management and Ecosystem Conservation, which was implemented between 1998 and 2002.

SLaM was conceived as a project to find sustainable ways of stemming the accelerated land degradation, which threatens the environment and the very livelihood of people in Ghana. It was based on an overall mandate to contribute to sustainable ecosystem-based integrated land management for greater ecosystem stability, enhanced food security, and improved rural livelihoods in areas under threat, with a focus on Ghana, which is experiencing the shocks of growing human pressures on the land. The project was therefore designed to identify degraded land areas; identify practices and methodologies to restore these areas; and, develop capacity to improve the enabling environment (human resources and policy) that would ensure sustainability of the interventions.

SLaM Project was implemented over a period of 4 years, starting from April 2005 and ending March 2009. A Mid-Term Review (MTR) was undertaken in September 2007, and, as required, a Terminal Evaluation was undertaken in November/December 2009.

This evaluation report outlines the strategic review of project performance, in order to assess whether objectives have been met, outputs delivered as per the Project Document, and whether significant contributions have been made to the expected outcomes. This is to enable the stakeholders to draw major lessons about project design,

implementation and management that can be used for future decision-making and sustainability of successful interventions.

The findings and conclusions contained in this report rely primarily on a desk review of project documents, a mission to Ghana – including field visits to the project areas and more than 20 interviews with project key informants. Within the given resources allocated to this final evaluation, the independent team of consultants conducted a detailed assessment of actual results against expected results.

This terminal evaluation report ascertains whether the project met its main objectives - as laid down in the project design document - and whether the project initiatives are, or are likely to be, sustainable after completion of the project. It also makes a number of recommendations that would be useful to reinforce the long term sustainability of the project achievements and also collates and analyzes lessons learned and best practices obtained during the implementation of the project which could be further taken into consideration during the development and implementation of other similar GEF projects in Ghana and elsewhere in the world.

The report has been prepared in accordance with the instructions in the Terms of Reference (ToR) (see Annex 1) of this project. It initially presents an Executive Summary of the evaluation, giving a brief background of the project and its design, a summary of the main findings related to the activities, management, and important aspects such as partnership and sustainability. This is followed by an introduction outlining the main elements of the evaluation, such as the scope, objectives, issues addressed and methodology. The project's development context is discussed in section 2 of the report. Next, the findings and outcomes of the evaluation are presented. This is then followed by main conclusions and recommendations to improve the project and ultimately by Annexes.

1.1 Description of the Terminal Evaluation

1.1.1 Scope

This terminal evaluation, as [a](#) requirement of UNDP/GEF procedures, was initiated by UNDP Ghana as the GEF Implementing Agency. It provides a professional assessment of the performance of the 4-year implementation of SLaM, with particular reference to the achievement of its target objectives and outcomes. The evaluation assesses and rates project results, the sustainability of project outcomes, the catalytic effect of the project, and the quality of the project's monitoring and evaluation systems. It also identifies lessons learned and best practices from the Project, as well as offer recommendations that might improve design and implementation of other UNDP/GEF projects.

In specific terms, the evaluation:

- (i) Ascertains the soundness of the methodologies developed for identifying degraded lands, selecting project areas, recording baseline conditions, and

determining good or best practices for sustainable land management (SLaM.) in respect of the planned Output 1, and also determines the appropriateness of the GIS database format developed for storing and analyzing emergent SLaM data in respect of all outputs and activities leading to them;

- (ii) Assesses the application of the developed methodologies in terms of the actual choice of demonstration sites, preparation of the ground for SLaM interventions, and actual rehabilitation work in respect of the planned Output 2; and
- (iii) Determines the contribution of activities towards capacity for SLaM and towards policy reforms in respect of the planned Output 3.

The elements that are covered by this evaluation are based on the Terms of Reference (TOR), and include (i) Project Formulation (conceptualization/design, country ownership/drivenness, stakeholder participation and replication approach); (ii) Project Implementation (implementation approach, monitoring and evaluation, stakeholder participation, financial planning, sustainability, and UNDP contribution); (iii) Project Results (attainment of outcomes/achievement of objectives) and (iv) Recommendations/Lessons Learned.

1.1.2 Objectives of the Evaluation

The objective of this final evaluation is to provide managers (Administration of the SLaM project, UNDP Ghana Country Office and UNDP/GEF levels) with complete and convincing evidence in determining the success of the project and – based on the project achievements - in providing guidance to future UNDP and UNDP/GEF projects in the fields of Sustainable Land Management by providing suggestions to how:

- The adaptive management and monitoring function in future projects can be strengthened;
- To ensure adequate accountability for the achievement of the GEF objective;
- To enhance organizational and development learning in future projects;
- To enable informed decision-making in future projects.

The four main objectives of the evaluation as indicated in the Terms of reference (TOR) and in large compliance with the UNDP/GEF project policy are:

- i. Review the performance and development impact, notably in relation to its objectives and outcomes (i.e. review activities and analyze the extent to which their outcomes fulfilled planned targets and outcomes.
- ii. Take stock of SLaM project achievements over the four year period from inception in 01 April 2005 to March 2009.
- iii. Assess and rate project results, the sustainability of project outcomes, the catalytic effect of the project, and the quality of the project's monitoring and evaluation systems.

- iv. Identify “lessons learned and best practices” from the SLaM Project and offer recommendations that might improve design and implementation of other UNDP/GEF projects.

1.1.3 Key Issues Addressed

The key issues that were addressed in this evaluation included the soundness and appropriateness of methodologies for carrying out the activities related to Outcome 1, identifying needs and best practices. Another important issue concerned Outcome 2 and was to assess how effectively the methodologies had been applied in choosing project sites and how well the work had been carried out. The third issue, related to Outcome 3, was to determine how well the project had contributed to improving capacity for SLAM. and towards policy reform. Details of the evaluation covered aspects that provided information on:

- Progress towards results (changes in development/SLaM conditions, measurement of change, project strategy, performance, sustainability, gender, relation to MDGs and NEPAD);
- Project’s adaptive management framework (monitoring systems, risk management, work planning);
- Appropriateness of the implementation approach with respect to (a) clarity of roles and responsibilities of the various individuals, agencies and institutions and the level of coordination between relevant players; (b) use of Logical Framework Approach (LFA) and performance indicators were used as project management tools; (c) partnerships built and stakeholders that were actively involved; (d) support and technical backstopping by UNDP and other national and regional institutions (e.g. SURF).
- Involvement of the national stakeholders (e.g. governmental officials, civil society, private sector, etc.) in project implementation.
- The extent to which governments and other partners have fulfilled their pledged financial obligations.
- Post-GEF continuity, replicability and sustainability for up-scaled impact.
- Financial planning and timely flow of funds
- Cost effectiveness; and
- Project’s reporting system and the effectiveness of the use of M&E tools

1.1.4 Methodology

The methodology used is compliant with international criteria and professional norms and standards; including the norms and standards adopted by the UN Evaluation Group. The Evaluator Team used methodologies that promote a shared understanding of environmental management procedures and priorities. These techniques stress the search for, and application of simple and effective solutions aimed at improving environmental management practices at all levels.

Overall Approach

The evaluation was guided by the well-elaborated monitoring and evaluation issues and methodologies contained in the “*GEF Monitoring & Evaluation Policy*” and the “*UNDP Monitoring and Evaluation Policy*” documents. Particular attention was paid to the GEF principles of independence, impartiality, transparency, disclosure, ethical, partnership, competencies/capacities, credibility and utility. This is within the overall GEF-related objectives of (i) promoting accountability and global environmental benefits; and (ii) promoting learning, feedback and knowledge sharing on results and lessons learned among the GEF and its partners.

The evaluation team developed and used tools in accordance with the GEF policy to ensure an effective project evaluation. The evaluation provides evidence-based information that is credible, reliable and useful and it is easily understood by project partners. In line with the TOR, the evaluation was conducted and the findings were structured around the following GEF five major evaluation criteria:

- i. **Relevance**, which relates to an overall assessment of whether the project is in keeping with its design and in addressing the key priorities to ensure that the obligations under related global conventions (e.g. the United Nations Convention to Combat Desertification - UNCCD) are met and in keeping with the donors and partner policies, as well as with local needs and priorities;
- ii. **Effectiveness**, which is a measure of the extent to which formally agreed end of project results (outcomes) have been achieved, or can be expected to be achieved;
- iii. **Efficiency**, which is a measure of the productivity of the project intervention process, i.e. to what degree the outcomes achieved derive from efficient use of financial, human and material resources. In principle, it means comparing outcomes and outputs against inputs;
- iv. **Impacts**, which are the long-term results of the project and include both positive and negative consequences, whether these are foreseen and expected, or not; and
- v. **Sustainability**, which is an indication of whether the outcomes (end of project results) and the positive impacts (long term results) are likely to continue after the project ends.

In addition to these GEF guiding principles described above, the evaluation team undertook a number of independent, impartial and rigorous evaluation activities which are participatory, knowledge and results-based, respect anonymity and ensure integrity.

The process for this terminal evaluation comprised (i) preparation and planning; (ii) field visits and interviews and (iii) analysis and report writing stages:

(a) Preparation and planning stage/desk review: During this first stage, extensive desk-review of the project document and other related documents took place. Important documentation was forwarded to the Evaluation Team before the field mission to some Project pilot sites in the three geographical areas (Central, Northern and Southern) of Ghana. These documents and other relevant background documentation, sourced through internet, were reviewed by both the international as well as the national

consultants. Some of the very important documents consulted included (i) Project Document; (ii) Quarterly Progress Reports; (iii) Mid-Term Evaluation Report; (iv) PIR 2007 and 2008 Reports. Additional sources for the primary data included project reports, expenditure records, accounts and budgets. Annex 2 presents details of documents that were consulted during the evaluation.

(b) In-country mission: A well-planned 12-day mission was made to Ghana. It was facilitated by the UNDP and it consisted of (i) holding of meetings and consultations with project team and other relevant stakeholders, as well as briefing of evaluators; (ii) finalizing the evaluation design and methods and preparing the detailed inception report and (iii) field visits, and (iv) interviews and questionnaire administration.

- *Meetings and consultations/briefing of evaluators:* The Evaluation Team held introductory meetings with UNDP to have a good a comprehensive overview of the implementation of the project. A series of meetings were also held with relevant government and donor agencies, as well as NGOs and individuals throughout the mission period in Ghana. The critical ones identified in the TOR included (i) The Chief Director of the former Ministry of Environment, Science and Technology; (ii) Ministry of Food and Agriculture (MoFA); (iii) Project team (National Coordination Unit in Accra, Sector Coordinators and respective technical and operations team (iv) Project Steering Committee; and (v) Land resource users, through the use of targeted surveys or site visits

- *Finalizing the evaluation design and methods and preparing the detailed inception report:* This was done during the initial meeting among the evaluators, prior to the commencement of the field visits.

- *Field visits:* A three-day field visit to some of the pilot sites in the three geographical areas of Ghana where the project was implemented was undertaken by the evaluation team. It was done concurrently by three teams, each led by one of the three consultants (see itinerary in Annex 3 and SLaM intervention areas in Annex 4). Semi-structured interviews and meetings were held with numerous stakeholders and beneficiaries of the SLaM interventions. To this end, an interview guide, comprising standard questions (Annex 5), was developed to solicit information from the stakeholders. They were drawn heavily from questions used for the Mid-Term Evaluation, and agreed among evaluators at the beginning of the mission. A summary of the observations in the field is given in Annex 6.

- *Interviews:* Many stakeholders were interviewed during the mission in Ghana. They included SLaM Project Managers, Project Steering Committee members, beneficiary farmers and community members and UNDP focal point (see list of people met in Annex 8). All interviews were conducted in person with a high level of confidentiality assured.

(c) Analysis stage and report writing: During the analysis stage and report writing additional consultations was held with key informants at the national level. The Evaluation Team worked in close collaboration with the UNDP Country Office and the implementing agencies of government. The findings and recommendations of the evaluation team were discussed in-depth with key stakeholders, including UNDP, Government and implementing institutions at the national level.

Rating of Project Success

The evaluators, in accordance with the Terms of Reference and the GEF Guidelines, used an evaluation matrix to rate each outcome of the evaluation in terms of its success on a scale from 1 to 6 with 1 being the highest (Highly Satisfactory - HS) rating and 6 being the lowest (Highly Unsatisfactory). Other ratings will be 2 (Satisfactory), 3 (Moderately Satisfactory), 4 (Moderately Unsatisfactory) and 5 (Highly Unsatisfactory), depending on the achievement levels for the outcomes/outputs (see meaning of each rank in Table 1)¹. They were used to construct a project performance matrix with necessary comments with respect to the ratings.

Some of the criteria that were used to rate the items included timeliness (how the project met the schedule and implementation timetable cited in the project document); achievement of results/objectives; attainment of outputs; completion of activities; project budget; impact created by the project; sustainability; stakeholder involvement; monitoring an evaluation. In addition, key items that were used to rate the project success included achievement of objectives and planned results; attainment of outputs and activities; cost-effectiveness; impact; sustainability; stakeholder involvement; country ownership; implementation approach; financial planning and management; replicability, sustainability and monitoring and evaluation.

Table 1: Interpretation of outcome ratings

Outcome rating	Rating implication
1. Highly satisfactory (HS)	The project had no shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency.
2. Satisfactory (S).	The project had minor shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency.
3. Moderately satisfactory (MS)	The project had moderate shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency.
4. Moderately unsatisfactory (MU)	The project had significant shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency.
5. Unsatisfactory (MU)	The project had major shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency.
6. Highly unsatisfactory (HU).	The project had severe shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency.

¹ Guidelines for GEF Agencies in Conducting Terminal Evaluations – GEF Evaluation Office, 2008

1.2 Evaluation Team Composition

The Terminal Evaluation Team comprised Mr. Emmanuel Oladipo (International Consultant) and Mr. Joseph Fening and Mr. Moses Duphey (National Consultants)² who worked with a number of government institutions and officials, UNDP focal point, and individuals to elicit opinions and information for the effective evaluation of the project.

1.3 Evaluation Users

This terminal evaluation was initiated by UNDP as the GEF Implementing Agency for this project. The audiences for this evaluation are the staff at the Administration of the SLAM. Project, UNDP Ghana Country Office, UNDP/GEF, and the members of the Project Steering Committee. The findings will provide these managers with complete and convincing evidence in determining the success of the project and – based on project achievements - in providing guidance to future UNDP and UNDP/GEF projects in the fields of SLAM..

This final evaluation report will be disseminated for review to the executing and implementing agencies, and other partners. The Evaluation Team is fully responsible for this independent evaluation report; which may not necessarily reflect the views of MEST, UNDP or the GEF. The circulation of the final report will be determined by UNDP.

2. THE PROJECT AND ITS DEVELOPMENT CONTENT

The Project “*Sustainable Land Management (SLaM) for Mitigating Land Degradation, Enhancing Agricultural Biodiversity and Reducing Poverty*” was conceived of as a four-year Government of Ghana (GoG) project to find sustainable ways of stemming the accelerated land degradation, which threatens the environment and the very livelihood of humankind in Ghana. The Ministries of Food and Agriculture MoFA), Local Government and Rural Development (MLGRD) and Environment, Science and Technology MEST) are the official key partners.

The implementation of the project was done by a University of Ghana-led consortium of scientists and institutes (e.g. UNU/INRA and CSIR) that were constituted into three teams. Team 1 was based at the University of Ghana, Legon, while team 2 and 3 were based respectively at Kwame Nkrumah University of Science and Technology, Kumasi and University of Development Studies, Tamale. The national Coordinator for the Project was based at the University of Ghana, Legon, which also served as the national headquarters for the project. Project execution was by the standard UNDP national execution (NEX) modalities with the Department of Geography, University of Ghana the executing agency.

² Short biographies of the evaluators are given in Annex 8

UNDP Ghana Country Office was involved in guiding project implementation and evaluation reviews. The project implementation was overseen by a Steering Committee made up of representatives of about ten Ministries and UNDP. The project has a total budget of USD 1,758,023 that were financed by the GEF USD 954,000 and by co-financing commitments of about USD 813,023. This pledged support amount was barely honoured. In the main, the activities were very nearly solely GEF-financed.

2.1 Project Objectives and Expected Outputs

SLaM project seeks to contribute to sustainable ecosystem-based integrated land management in globally, nationally and locally significant land resources in agricultural areas under threat of land degradation, for greater ecosystem stability, enhanced food security and improved rural livelihoods.

The overall goal of SLaM, as restated in the MTR is ‘to contribute to sustainable ecosystem-based integrated land management in areas under threat in Ghana’. Within the overall goal, the specific objectives of the project, as restated during the mid-term evaluation, are to:

- Demonstrate and upscale ecosystem recovery in priority degraded lands, using best practices in sustainable land management.
- Enhance national capacity for mitigation of land degradation and for sustainable land management through greater awareness, mainstreaming and policy reform’

The project has the following expected outputs, as reformulated in the mid-term review report:

- i. Methodologies to identify degraded lands and criteria for sustainable good/best practices for land management developed.
- ii. Degraded lands recovered and protected and agricultural production capacity and rural livelihoods enhanced using sustainable (good/best) land management practices.
- iii. Enhanced capacity and strengthened enabling environment for mitigating land degradation and promoting sustainable land management.

In light of the expected outputs, the SLaM embodies three sub-projects focused upon:

- a. Development of methodologies for identifying threatened or degraded lands and sustainable land management systems;
- b. Application of the developed methodologies for the purpose of recovering degraded lands; and
- c. Capacity building.

2.2 Main Stakeholders

The main stakeholders for the project are:

- Beneficiary farmers and Communities

- Government of Ghana (Ministry of Food and Agriculture; Ministry of Local Government and Rural Development; Ministry of Environment, Science and Technology; Forest Commission, Ministry of Lands, Forestry and Mines, etc);
- Council for Scientific and Industrial Research
- Universities and Research Institutions
- Civil society (NGOs and CBOs – e.g. Heifer Project International)
- UNDP, UNU and other development partners

3.0 FINDINGS AND EVALUATION OF OUTCOMES

The main findings of this terminal evaluation are structured around the GEF five major evaluation criteria - *relevance, effectiveness, efficiency, results/impacts* and *sustainability* – in the overall context of (a) project relevance and country drivenness (relevance to desertification convention and GEF objectives, NEPAD goals and MDGs, as well as national development needs) (b) project effectiveness (achievements of expected results, including contribution to national capacity needs), (c) project efficiency (implementation and management approach, management arrangement, stakeholder/partnership participation, financial planning, project monitoring of outputs/outcomes); (d) impacts; and (e) sustainability and replicability of project outputs and policy/enabling environment.

3.1 Project Relevance and Country Drivenness

Within the context of the Global Environmental Facility (GEF)-supported project, which is in line with GEF Operational Programme, the project seeks to improve the enabling environment and capacity for arresting land degradation and establish SLaM practices in Ghana. This section discusses the relevance of the project linkages to global development objectives, national priorities, action plans and programmes and country drivenness.

3.1.1 Global Conventions and GEF Objectives

The SLaM project with its strong focus on capacity development for sustainable land management in Ghana is highly relevant to the implementation of the United Nations Convention to Combat Desertification (UNCCD) in Ghana and to the GEF Operational Programme (OP) 15 objective. It provided a platform to develop the capacity of the key players in land management in Ghana at national, regional and local levels. It addressed the identified barriers preventing the implementation of the obligations under the UNCCD, which Ghana ratified.

The project was fully in line with the objective of the GEF OP15 that is to mitigate the causes and negative impacts of land degradation on the structure and functional integrity of ecosystems through sustainable land management practices as a contribution to improving people's livelihoods and economic well being. Under this OP15, countries are expected to address land degradation issues, using integrated and cross-sectoral approaches, within the framework of sustainable development at the local, national, and/or trans-boundary levels. Finally, the SLaM project, as would be discussed later, has

contributed one way or the other to the achievement of the OP15 three expected outcomes, namely:

- i. Strengthened institutional and human resource capacity to improve sustainable land management planning and implementation to achieve global environment benefits within the context of sustainable development.
- ii. Strengthened economic incentive framework to facilitate wider adoption of sustainable land management practices across sectors as a country addresses multiple demands on land resources for economic activities, preservation of the structure and functional integrity of ecosystems, and other activities.
- iii. Improvement in the economic productivity of land under sustainable management and the preservation or restoration of the structure and functional integrity of ecosystems.

The project objective meets the objective of the Convention that is “... *undertaking of effective measures to combat desertification and mitigate the effects of drought at all levels within the framework of an integrated approach and in compliance with the arrangements for international cooperation and partnership in the process of sustainable development.*” The convention recommends that to achieve that objective it is necessary that countries develop overall long-term strategies aimed at increasing the land productivity as well as at restoration, preservation and sustainable management of the natural resources for improving the conditions of life of the local population.

3.1.2 Millennium Development and New Partnership for Africa’s Development Goals.

The project’s goal, objectives and activities are closely related to 7th MDG, which is aimed at ensuring environmental sustainability, restoring natural resources such as lands and biodiversity, as well as mainstreaming SLaM issues into country policies. SLaM is also in line with two of the goals of NEPAD, particularly those of promoting accelerated growth and sustainable development, and eradication of widespread poverty. This is being achieved through the rehabilitation of the degraded environment by stabilizing landscapes, recovering watersheds as well as diversifying and increasing sources of income through increased production

Integrated action plans for natural resources management for desertification control and the sustainable use and conservation of biodiversity resources, as proposed by NEPAD, are also the main policy objective of the Ghana Government and of West Africa Regional organizations, such as ECOWAS and CORAF/WECARD.

3.1.3 Country Drivenness

The evaluators are of the view that the project’s relevance identified during its formulation and implementation remains valid. The highly favourably reviewed project, People, Land Management and Environmental Change (renamed People, Land Management and Ecosystem Conservation since August 2002) – PLEC (GEF-funded, 1998-2002), upon which this SLaM project was built, has demonstrated the potential to counter biodiversity erosion, conserve other biophysical resources and protect ecological integrity and, thereby,

improve the basis of rural livelihoods, by a sustainable land organizational aspects. In addition, many national policies, programmes and projects exist that reinforce the imperative of SLaM for food security and sustainable development, further demonstrated the high relevance of the project to national development objectives.

In the first instance, this SLaM project is in consonance with the spirit of Ghana's current fourth Republic Constitution, the fundamental basis of official land policy. There is also the medium-term vision of the Ghana government to transform the country into a middle-income one where the people live in harmony with their natural environment, with the population deriving optimum benefits through sustainable use of the country's rich land resources. In addition, the country has a long-standing record on policies and strategies related to the land and overall environment.

The National Action Plan to Combat Drought and Desertification addresses the serious status of land degradation in key vulnerable ecosystems in Ghana. In a similar manner, the national Environmental Action Plan provides the basic policy framework for land and overall environmental management towards "*ensuring a sound management of resources and the environment, and to avoid any exploitation of these resources in manner that might cause irreparable damage to the environment*". Moreover, there is the National Land Policy, which is aimed at promoting "the judicious use of the nation's land and all its natural resources by all sections of the Ghanaian society in support of various socio-economic activities undertaken in accordance with sustainable resource management principles and in maintaining viable ecosystems" (Ministry of Lands and Forestry, 1999:6).

Another relevant policy is the Forest and Wildlife Policy, which seeks "conservation and sustainable development of the nation's forest and wildlife resources for maintenance of environmental quality and perpetual flow of optimum benefits to all segments of society" (Ministry of Lands and Forestry 1994: 8). There are also the Medium Term Agricultural Development Programme (MTADP) and the Soil Fertility Management Plan (SFMP) of the Ministry of Food and Agriculture (1990, 1998) for the sustainable use of lands for agricultural productivity and enhanced food production.

3.1.4 Ownership

The stakeholder participation and their ownership of the project are excellent. Based on the interviews and observations, the project achievements are "owned" by the relevant Stakeholders. They benefited from the project support but they also put some of their own resources. The results are shared with UNDP but this strong ownership by the custodians of each project achievement should lead to long-term positive impacts and sustainability of these achievements for SLaM in Ghana. This country ownership is rated as highly satisfactory.

The involvement of Stakeholders started early in the design of the project. Through a comprehensive participation process, the project design evolved towards among other things a strong focus on building capacity of key SLM players and the support of the

development and implementation of key policies. The design phase was also a major consensus-building phase contributing to the strong country ownership. The key SLaM Stakeholders in Ghana implemented project activities that were responding to identified critical needs.

3.1.5 Conceptualization and Design

In general, the conceptualization of the project, as elaborated in the project document is appropriate, and was reinforced by the incorporation of the modifications that were suggested during the MTR. Table 2 shows the set of expected results of the SLaM project. The project's outputs and activities are properly put into a logical framework that is very easy to follow. In addition, the quarterly reports, annual workplans and the annual project implementation review (PIR) reports were well prepared.

SLaM was well equipped with electronic information technologies and routinely makes use of them. The baseline activity was carried out using GIS technology and tools. A data base that allowed comparisons to be made with the baseline was developed and regularly updated.

Table 2: Key Project Expected Results

Goal: Contribute to sustainable ecosystem-based integrated land management in globally, nationally and locally significant land resources in agricultural areas under threat of land degradation, for greater ecosystem stability, enhanced food security and improved rural livelihoods.
Objectives: 1. Ecosystem recovery demonstrated and upscaled in priority degraded lands, using best practices in sustainable land management (SLaM.) to enhance ecosystem stability and functions, agricultural productive capacity, food security and rural livelihoods. 2. Enhanced capacity for mitigation of land degradation and for sustainable land management through greater awareness, mainstreaming, and policy reform
Outcome 1: Methodologies to identify degraded lands and criteria for sustainable good/best practices for land management plus land use plans developed.
Outcome 2: Degraded lands recovered and protected and their ecological functions and agricultural production capacity together with rural livelihoods enhanced using sustainable (good/best) land management practices. <i>management practices</i>
Outcome 3: Capacity and enabling environment for mitigating land degradation and promoting sustainable land management.

3.1.6 Project strategy

This project is based on a strategic decision made by the Government of Ghana to contribute to sustainable land management, especially for resource-poor farmers, while addressing global incremental benefits in conservation, sustainable use and equitable

sharing of the benefits of biodiversity, forests and agro-ecosystems. The three outcomes are aimed at:

- identifying needs and best practices;
- using best practices to recover and protect degraded lands; and
- improving capacity and the enabling environment needed for SLAM..

These outcomes are relevant, complementary and are adequate for attaining the goal and objectives of SLaM. The relevance of the outcomes are strengthened because SLaM is a follow-up project to the former People Land and Ecosystem Conservation (PLEC) project, which pioneered a methodology for integrating traditional sustainable agricultural knowledge with modern scientific techniques. In addition SLaM uses the expertise of scientists and local farmers to build upon participatory methodologies developed by the preceding PLEC project. These three outcomes for SLaM are therefore an effective strategy for achieving the project objectives.

The strategy of carrying out demonstration activities in five project areas experiencing moderate to severe erosion, in the three main agro-ecological zones of the country (forest, savanna and forest savanna mosaic) in Ghana is very sound. The participatory approach involving farmers helped the project to develop close relationships with these beneficiaries and thus increased the chances of success. Elements of the project strategy were:

- i. The use of a network of farmer associations and other community-based organizations;
- ii. The application of traditional resource management and formal scientific knowledge in a complementary and integrated manner;
- iii. The employment of participatory social cost-benefits analysis for valuation of costs and benefits to local communities and households within a Sustainable Rural Livelihood Framework (SRLF); and,
- iv. The application of land use planning based upon land capability classification.

3.2 Project Efficiency

The implementation and management approach adopted by the project, its financial planning and use, as well as its delivery mechanisms and stakeholders'/partners' participation in project implementation and delivery are evaluated to assess the efficiency of the SLaM project.

3.2.1 Implementation Approach

As part of the project inception, it was necessary to provide the project management orientation training in UNDP administrative and financial procedures. The period for the development of the methodological approach to be used for the demonstration was unduly prolonged. This could be due to the nature of participatory methodological approach that was used. The UNDP bureaucracy, including cumbersome recruitment and procurement procedures also took a long time. This adverse comment does not, in any way, detract from the great facilitating role played by the UNDP. Nevertheless, we noted

in particular the regularity of the meetings of the Project Management Teams and those of the Steering Committee which consistently reported on the progress, achievements and challenges of the project implementation. In addition, the 2007 and 2008 Annual Performance Report/Project Implementation Review reports used the project's logical framework effectively to report project's achievements and challenges, as well as the financial inputs. Regular reports of visits, studies, and other activities were prepared and kept in electronic form and in hard copy. Thus, we conclude that monitoring of the project and technical backstopping by the Ministry of Food and Agriculture and UNDP have been adequate.

3.2.2 Management Approach

The project has been well managed and the project management team used an adaptive management approach extensively to secure project outcomes while maintaining adherence to the overall project design; it is rated as highly satisfactory. The review demonstrated that the excellent project document was much used as a "*blue print*" by the implementing team and the log frame has been the basic strategy for guiding the implementation. The interviews also indicated that the management approach and the use of the project document as a guiding implementation strategy has been greatly helped by the fact that this document reflects well the intention of the key stakeholders. Due to their early involvement, there was a strong ownership of the design of the project and its implementation.

The project was implemented using a Results-Based-Management (RBM) approach. The project document included a results-based log-frame and the project management team implemented the project on the basis of results to be achieved. In general, reporting on the progress of the project implementation was focused on the set of expected and achieved results.

In general, the evaluation team was able to verify that the management procedures to procure the few project assets and equipment and to recruit short-term consultants followed the existing UNDP rules and procedures of the national execution (NEX) modality. There was evidence of good internal controls mechanisms to manage and control project resources with all project transactions promptly recorded.

The adaptability and flexibility of the project were viewed by most interviewees as key ingredients in the success of the project. The project management team constantly adapted its work plan in function of the realities of stakeholders and their availability. Flexibility was said by few interviewees to be one of the key elements (if not the major one) explaining the success of the project. This flexibility was described as the ability of the project management team to adapt to Stakeholders' processes, timing and types of initiatives to be supported.

3.2.3 Management arrangements

The evaluation team noted that the overall implementation of the project was good with the Project Management Units having staff of high professional quality and a clear, systematic and transparent way of working with open lines of communication with the overall Project Coordinator.

There was evidence that a very good relationship existed between the Project Management Units, communities and farmers. This was fundamental to implementing the project and achievement of project objectives. In addition, the Project Steering Committee met at regular intervals to play the required oversight role, as indicated by numerous reports of their meetings.

3.2.4 Partnership Strategy

The project document indicated that it collaborated with a number of institutions, government agencies and international agencies and stakeholders including MoFA, CSIR, UNU/INRA, etc. From the perspective that these partners had interest in SLM, such a partnership strategy was very sound. Indeed, this wish to collaborate was very real as noted from discussions with various partners during this mission. Farmers looked up to the project for capacity building and information. This was carried out effectively. All coordinators of the project had very good relationships with farmers and opinion leaders in the field.

The evaluation team noted that the overall implementation of the project was good with the Project Management Units having staff of high professional quality and a clear, systematic and transparent way of working with open lines of communication with the overall Project Coordinator.

The good relationships between the Project Management Units, communities and farmers were fundamental to implementing the project and achievement of project objectives.

In addition, the Project Steering Committee met at regular intervals to play the required oversight role.

3.2.5 Stakeholder Participation

The Policy makers of the following Ministries facilitated work by hosting and chairing meetings:

- Environment and Science
- Local Government & Rural Development

The University of Ghana's Agricultural Research Centre provided the farmers training, in addition to seedlings. CSIR's Oil Palm Research Institute, The Soil Research Institute, the Centre for Remote Sensing and Geographical Information Systems, University of Ghana and The School of Agriculture, Kwame Nkrumah University of Science and Technology

all provided consultancy services. There was intensive use of the Agricultural Extension Officers of MoFA. There was also collaboration with Heifer International (NGO) in the north. It was noted with pleasure the very intensive involvement of beneficiary farmers in the project implementation, despite the fact that many of them had limited education. This success is a good indication of the thoroughness of the methodological approach that was developed and used for project implementation. The good relationships between the Project Management Units, communities and farmers were fundamental to implementing the project and achievement of project objectives.

In addition, the Project Steering Committee met at regular intervals to play the required oversight role.

3.2.6 Financial Planning

(a) GEF Resources

The accounting and financial system used by the project management team is rated as satisfactory. The project was executed using the NEX modality. All payments were processed through UNDP corporate account. Request for direct payments were certified by the Project Manager and approved by UNDP. The system was set-up by Activity (which can be aggregated at the outcome level (4)) and each Activity was sub-divided into line items such as local consultant fees, travel, printing and publications, utilities, etc. Based on the information reviewed by the evaluation team, as of the end of the project (end of March 2009) it is estimated that 100% of the UNDP-GEF budget of USD 945,000 was spent, leaving only US\$35,000 as co-financed resources.

(b) Financial Disbursement

Table 3 shows the project expenditure vis-à-vis project inputs. All expenditures were disbursed by the UNDP using the direct payment modality. It was not possible to analyze the actual financial disbursement vis-à-vis the original planned budget per outcome because of the nature of financial reporting that lumped the resources as shown in Table 3. In this regard, we could not determine the variances between the actual project expenditures and the original budget presented in the project document. However, Table 3 shows that about 60% of the UNDP/GEF resources were expended on overhead and miscellaneous costs, leaving just 40% for direct farmer intervention (e.g. demonstration agroforestry farms) and equipment. As would be discussed later, this might have had some effect on the scale of practical field intervention that the project was able to undertake.

In general, the evaluation team noted that the UNDP/GEF financial resources were used prudently and overall the project has been very cost-effective. Records of expenditures are kept and quarterly and monthly reports are prepared by the project for submission to the UNDP. The evaluators noted that there are adequate checks in the system to ensure adequate monitoring of funds. We had access to the 2006 audit report of the project, which further reiterated the compliance of the project to the UNDP procedures. Thus, in our opinion, and in congruence with one of the audit reports, the “ATLAS” transactions

schedule showing the direct payments present fairly, in all material respects, the direct payments of the project in accordance with UNDP requirements.

Table 3: Itemized project inputs/resources and cost (Source: Project Terminal Report)

Input/resource	Cost (US \$)	%
1. Project Management Personnel (Administrative personnel; Scientific Coordinators, including NPC)	265,146.00	27.0
2. Consultants	91,932.36	9.4
3. Equipment	114,448.24	11.7
4. Direct farmer support (training and sensitization, farmer exchange visits)	278,320.00	28.4
5. Premises and related facilities	4,698.89	0.5
6. Electronic communication (phone and internet subscription)	6,420.00	0.7
7. Vehicle and office equipment maintenance	22,800.00	2.3
8. Travel	60,400.00	6.2
9. Sundry/others (auditing; stationery; etc.)	135,240.00	13.8
Total	\$945,000	100

3.2.7 UNDP Contribution

The contribution of UNDP to the implementation of the project was extremely useful. These contributions were carried out in accordance with the UNDP Handbook on Monitoring and Evaluation for Results. UNDP had closely respected the official requirements for field visits, Steering Committee activities, APR and PIR preparation and follow-up, Quarterly Progress and Financial Reports, Work Plans, etc. The Steering Committee, which was dormant for a while was again functional due to the interventions of the UNDP. It played a leading role, which lead to the designation of a Director to be responsible for the project and to chair the Steering Committee.

An important point worthy of mention was that the project management might not be very conversant with the mandatory requirements of the input that the UNDP had to make to the project. The role of the GEF in providing technical guidance was also verified. The Regional Technical Advisor provided substantial guidance regarding the project design and implementation, based on which the logical framework was modified in December 2006.

3.2.8 Project's Monitoring and Reporting

The Project performance was monitored and evaluated on a continuous basis by consultants and a cross section of the stakeholders, who visited project sites for first hand, on-the-spot observations and interactions with the farmers. Stakeholder workshops featuring farmers, local authorities, governmental and non governmental organizations, CBOs and FBOs were used on a continuous basis to monitor progress and disseminate results. The views of farmers and the land resources management associations to which they belonged were sought by questionnaire surveys and group discussions. These were supplemented by the research scientists' own observations, which served as bases for analysis and reporting. The Projector Coordinator reported regularly to the steering Committee and the UNDP on the progress of implementation, as indicated in the multi-layer reporting system that is summarized in the following:

- ***Project Inception Report*** that was satisfactorily prepared. It summarized the project start-up phase, reviewed the key issues and some related recommendations and detailed the project work plan and budget for the first year.
- ***Project Terminal Report***, which documented the achievement of the project implementation towards the planned outputs in fulfillment of the goals and objectives targeted by the Project Brief. Emphasis was placed upon the activities carried out, their outcomes, and lessons.
- ***Annual Work Plans*** were produced with the corresponding budget for the year. They were presented to UNDP-CO and MoFA before being endorsed by the Project Steering Committee.
- Brief ***Operational Quarterly Reports*** were produced regularly, stating the major accomplishments of the past period and the plan for the next period.
- The Project Manager produced ***Annual Reports*** and in collaboration with UNDP-CO completed ***Project Implementation Review (PIR)*** reports for 2007 and 2008. These reports followed the UNDP/GEF guidelines and are a good instrument to review the implementation of the project, the risks and the progress against the set of performance indicators. These reports also included a section "*IX - Project Contribution to GEF Strategic Targets in OP 15*", which is a technical review of the project assessing the project contribution toward the GEF strategic targets in the SLAM. area.

In general, all annual reviews and evaluations have indicated a high degree of satisfaction with project implementation. Regular visits to farmers' sites were carried out as a team by Agricultural Extension Officers and the scientists of the project. Even the initial weak role played by the Steering Committee in monitoring the project implementation change

drastically as soon as the MLGRDE took over the leadership of the Committee. Internal financial reviews were carried out annually by SLaM and no financial improprieties were reported. In this regard, we rated the adaptive monitoring approach adopted for the project implementation as highly satisfactory.

3.3 Project Effectiveness

3.3.1 Changes in Development/SLaM Conditions

The evaluators assessed the intended changes in development and SLaM conditions resulting from the interventions of the project. Also of interest was the determination of the extent of changes that had occurred in the lives of the communities concerned and to what extent the SLAM. conditions changed in the various communities. The attitudes of partners were also considered. In particular, we used the perception of the major stakeholders, particularly farmers, to assess the progress made by the project towards attaining its development objective of contributing significantly to sustainable ecosystem-based land management in areas under environmental threats in the country.

Our discussion with participating farmers indicated that the implementation of SLaM project activities had resulted in some significant changes with respect to biophysical environment or enhancement of biodiversity. Farmers' reactions during the field mission indicated positive attitudes that would bring about significant development change through the adherence to principles of sustainable land management in the long-term. Their overall perceptions and those of some other stakeholders are depicted in Box 1.

Generally, partners or stakeholders positively have been influenced by results of the project. The evaluators noted the SLaM scientists have contributed to development through working with farmers on practical problems on SLAM. which will lift the rural committees out of poverty. SLaM is considered to be a unique project that has created a change in attitudes regarding research for development.

Box 1

Farmers and other stakeholders' view of SLaM Project's contribution to sustainable land management

Farmers view their involvement in the activities as an investment, which will benefit future generations in the long term. Families became more involved in farming activities due to the project, and there was an increased consciousness for dependence on natural systems for land regeneration. Farmers' interest regarding biodiversity of trees and organic farming was high, compared to the use of fertilizers. Rural communities felt that they now have opportunities to generate income by planting various economic trees (e.g. moringa, palm, citrus etc) to promote agro-biodiversity resources. They believe the benefits of this project would be passed on to future generations as school children and teachers were involved in the project implementation. In this regard farmers are involving their wives and children in the whole activity, making it a "family" affair. They feel their

lives are being transformed for the better. Farmers are starting to depend on natural systems for land regeneration. They are, for example, using trees to provide cover for yam. They are managing the land much better using natural resources and learning to do organic farming, which is ecologically a better option compared to conventional farming using fertilizers. In addition, the possibility of using a choice of crops, for crop rotation, to improve soil fertility, has become obvious to the farmers. Overall there has been a significant change in farmers' perception of watershed rehabilitation, condition of soils, biodiversity, improvement in vegetative cover, carbon sequestration, etc. In the area of wildlife, the farmers are promoting the rearing of "grasscutter" and edible snails.

The Government Ministries such as MoFA, MoLDRDE, MoLFM, Forestry Commission, and NGOs such as FoE, Heifer Project International (HPI), Friends of River Bodies and others, have taken keen interest in the overall design, outputs, objective and activities of the project. Ministry of Food and [Agriculture](#) have donated pumping machines to the northern farmers and some NGOs e.g. Heifer Project International (HPI) are interested in the project and have supported the project by donating ruminants to some of the communities in the northern sector.

3.3.2 Measurement of Change

To ascertain the changes that have occurred within the project area, we compared changes in indicators as well as compare changes in project and control sites, as well as using indications as to whether the activities have been delivered or not. Annex 9 shows the situation of things as at the end of the project implementation. It shows:

- i. Activities 1.1 – 1.5 of Outcome 1 were achieved, while Activity 1.6, which concerns an assessment of the environmental and social impact of demonstrated practices is yet to be fully achieved. All the 8 activity indicators for Outcome 1 have been achieved, leaving indicators related to gender and the environment mildly achieved.
- ii. Activities 2.1 – 2.3 of Outcome 2 were achieved, while Activity 2.4, which concerns the development and implementation of bye-laws and regulations at local level for SLaM is yet to be delivered. All the 13 Activity Indicators for Outcome 2 were achieved.
- iii. Outcome 3 with 2 activities and 8 Activity Indicators, were achieved at the end of project implementation. All sites visited showed progress in the area of anti-erosion, land regenerating, tree planting, etc. Farmers are planting economic trees such as teak, mahogany, citrus, mangoes, palm, nutmeg, and black pepper and moringa. Farms where pineapple, cassava, vegetables and maize are grown are now interspersed with young trees, compared to control sites which continue with their normal activities. There are concrete observations regarding the differences in the state of these project and control sites. The trees planted are well established on the

farms and losses range from 0 – 50%, with palm having the best survival rates compared to mangoes.

3.3.3 Contribution to Capacity building

The Evaluation Team felt that, overall, the project has contributed tremendously to the capacity development of the target groups. The major capacity development activity of the project has been with rural communities. Farmers have been trained in the use of best practices related to development of plant nurseries, physical rehabilitation of degraded lands, planting and maintenance of trees, teaching principles of SLAM, group organization etc. The positive results of this are evident in the various project sites visited and in the knowledge being expressed by the farmers. There is a general awareness of how to use agro-biological resources for the restoration of degraded lands among many farmers in the rural areas, while a few successful farmers have developed additional initiatives beyond what they were taught. The training of family members increased the chances of the activities continuing without the presence of the principal farmers. Thus capacity building at the local level created conditions that would ensure sustainability. The project has also built capacity amongst other actors such as Agricultural Extension Agents and NGO personnel. Many Agricultural Extension Officers were exposed to ecological approach to introducing new agricultural initiatives.

In addition, an assessment of the capacity and inputs of main national implementing partners for the project indicates that the project imparted positively on the capacity of the project managers. Interaction with them in the field suggests that they have a good grasp of farmers' needs and preoccupations, and the skills to interact with the wide range of partners. Thus the overall assessment of the capacity impact of the project implementation on national effort to promote SLAM practices was very positive.

3.3.4 Risk Management

The UNDP-GEF Risk Management System was appropriately applied to SLAM to identify, analyze and respond to project risks. Thus, the project's design and management took into account risk exposure and mitigating plans. Based on monitoring activities, risks were often identified before they could become problems and the project took action to minimize their effects. The project demonstrated flexibility and the ability to adapt to changes created by risks. It reviewed several of them in the project design including the logical framework, which would have negatively affected the project's outputs. Poor field conditions due to climatological aspects, unavailability of water on project sites, inadequate staffing, and late availability of funds were identified as potential risks to the project. Solutions were consistently found to minimize the risks posed by such threats. For example, communication problem that posed an initial risk to project implementation was quickly solved by providing communities with cell phones. In general the evaluators are satisfied with the ability and willingness with which the project adapted to identified risks.

3.4 Project Impacts

3.4.1 Attainment of Project Goal and Objectives

The project has a good potential to impact positively on the overall goal of contributing to sustainable ecosystem-based integrated land resources management in agricultural areas under threat of land degradation, for greater ecosystem stability, enhanced food security and improved rural livelihoods once the gestation periods of the various tree crops are over. There is also a good potential for the project to achieve its objectives of (i) demonstrating and upscaling ecosystem recovery in priority degraded lands, using best practices in sustainable land management, and (ii) enhancing national capacity for mitigation of land degradation and for sustainable land management through greater awareness, mainstreaming and policy reform. To ascertain this effectively, however, environmental and socio-economic impact assessment should be carried out.

Significant achievements of the project, as mentioned in section 3.3.2 include:

- Availability of tested methodology for identifying degraded land and criteria for determining 'good/best' land management practices in Ghana.
- Land use plans embodied in project area maps.
- Developed functional Geographic Information System (GIS) for SLaM database organization.
- Demonstration of SLaM practices in 96 intervention sites that included 81 sites owned by individual households and 15 public/community owned intervention sites.
- Enhanced biodiversity resources by the introduction of 20 species that were used in biological restoration of degraded lands.
- Improved soil quality in intervention sites as demonstrated by an increase from 0 (zero) to 70.5 tons of soil per ha between 2006 and 2008 in Northern sector, and reduction in loss of soil from rill erosion (e.g. 68.2% at Kugri in Northern Sector; 10% in Central Sector, 10% in Southern Sector).
- Improved agriculture yield, as demonstrated by nearly six-fold (5.8) yield increase for selected food crops over and above preintervention/baseline yields in Northern Sector.
- A greater awareness at the local level about the threats of land degradation and SLaM principles (approximately 1,300 farmers (including over 400 females) and about 2,230 school children sensitized; 23 functional SLaM farmer associations formed for rehabilitation work; 92 Agricultural extension agents sensitized to SLaM sustainable land management (SLaM.) practices, resulting in devolution of SLaM work oversight to some of them through their District Directorates on a contractual basis towards SLaM sustainability)
- Draft good/best practices brief for MoFA towards Ghana's Strategic Investment Framework for SLaM.

Despite the above-mentioned achievements, the extent to which the sensitization and demonstration interventions will translate into a national adoption of SLaM principles

would depend on the strengthening of the enabling environment, particularly the development of (i) a more cohesive land policy with the related implementation instruments; (ii) a comprehensive legal framework in Ghana to prevent further land degradation and promote SLaM; (iii) financial resources available for SLaM measures to be implemented at the local level; and (iv) a stronger institutional capacity and staff with better skills and knowledge about SLaM.

The current interest demonstrated by the Ministry of Environment, Science and Technology to include SLaM in its development initiatives, the risk remains low to medium, which could easily be overcome to ensure that the potential impact of the project achievements on the implementation of SLAM. measures/practices at the local level in Ghana is not lost. Thus we rated the overall potential of the project to achieve its long-term goal and objectives as satisfactory.

3.4.2 Achieving Global Environmental Benefits

The project has a good potential to contribute to main expected global benefits of SLaM, as enumerated in the *Incremental Cost Analysis (ICA)*. Various activities carried out in SLaM implementation should contribute significantly to these global benefits. The introduction of more than 20 plant species to rehabilitate degraded and promote agro-biological diversity has made some contribution to the conservation of habitat for endemic species peculiar to ecologically vulnerable areas, and protected environmental services by the vulnerable ecosystems. There is also a notable enhanced capacity for environmental protection and improvement, while farmers were generally positively confident that the positive intervention of introducing them to the growing of economic trees for agroforestry activities would increase their income and reduce their overall poverty, once the gestation periods of different trees and fruit trees are over. All these and others global benefits mentioned in the ICA would be more sustainable with a strong policy mainstreaming and coordinating mechanism. In view of the limited achievement of the project in the area of policy mainstreaming, we could only rate the potential of the project for global environmental benefits as only satisfactory.

3.4.3 Potential Impacts on Local Environment and Poverty Reduction

We rated the potential for the project to impact on the local environment, poverty and other local socio-economic issues as highly satisfactory. Based on the interviews and as discussed in Box 1, the primary impact of the project is viewed by many of beneficiaries as impacting positively the local environment through the implementation of SLaM practices over the medium and long-term. All essential methodologies to promote best SLaM practices are now in place, and a large number of stakeholders have been properly sensitized.

Additionally, the project supported 96 demonstration sites among 81 household and 15 communities in the three different ecological zones of Ghana. These demonstrations demonstrated locally some SLaM best practices emphasizing local Stakeholders involvement; particularly land users (farmers) and landowners. In the long-term, it is

expected that the knowledge acquired by the local farmers will have positive impact on the local environment, better agricultural practices, as well improve the living conditions of local land users with an overall improvement in the local socio-economic situation.

3.5 Sustainability and Replicability

3.5.1 Sustainability

The Project implementation contained essential elements of the project's sustainability, and these are:

- i. Participatory methodological approach that was adopted ensures consistent exchange of ideas and knowledge that have continued to impact positively on the beneficiaries.
- ii. Although we noted what we can call *dependency syndrome* among farmers in which they demand financial support for many things, it is encouraging to note that they are taking initiatives to carry out the work using their own resources. One of the villages for example subscribed to rent land to set up the plant nursery. In addition, some farmers are helping each other in weeding. These are considered to be very positive developments that auger well for the sustainability of the project.
- iii. Many farmers that were sensitized, but did not benefit from demonstration initiatives have continued to show interest in the project objectives and approach. They constitute good elements of replicability and sustainability in case of policy support and/or availability of additional financial resources to upscale SLaM.
- iv. Although farmers demand financial support for many things it is encouraging to note that they are taking initiatives to carry out the work using their own resources. One of the villages for example subscribed to rent land to set up the plant nursery. In addition, some farmers are helping each other in weeding. These are considered to be very positive developments that auger well for the sustainability of the project.
- v. Starting and developing plant nurseries in the communities, which if followed up could have a positive boomerang effect.
- vi. Working with pupils and students of primary and secondary schools respectively and their teachers, as well as using their parents to participate in critical field demonstrations has reinforced the need for change of land management practices across generations – from children to their parents.
- vii. Involving MoFA actively in project implementation.
- viii. Involving civil society organizations (e.g. NGOs, CBOs etc.)
- ix. Targeting and training traditional leaders in SLaM activities has enabled the project to build capacity of a crop of people who are actively involved in selling and leasing lands for agricultural purposes to accept the relevance of preserving the ecosystem and watersheds of the concerned project areas for sustainable use as sources of people's livelihoods.

In light of the above and on the basis of the implementation approach that focused on capacity development for SLaM and the strong ownership of the project achievements by the stakeholders, there is an assurance that a strategy to ensure the long-term

sustainability of project achievements is in place. Thus, the project long-term sustainability strategy described in the project document is rated as very satisfactory.

3.5.2 Sustainability of Results Achieved

The capacity development and the participatory approach used to implement the project were translated into a strong ownership of the implementation of the project by the stakeholders. The project achievements are currently with their respective custodians that were used for the implementation of SLaM activities. Since these are outside the new Ministry of Environment, Science and technology that became the Executing Agency, the project still has some “*transfer and buy-in process*” to do in order to (i) create a SLaM Unit in the Ministry, and (ii) facilitate the development of a national sustainable land management programme that will contribute to the long-term sustainability of the project achievements and enhance the enabling environment for SLaM in Ghana. In case of any delays regarding these two elements, the sustainability of the project achievements could be diminished.

In light of the above, the evaluators rated the potential for the long-term sustainability of the project achievements as satisfactory.

3.5.3 Financial and Human Resources Sustainability

The financial and human resources sustainability of the project do not present any particular issues. The project management arrangement ensured a smooth transition of project achievements and no recurrent cost emerged from the closure of the project; it is rated as highly satisfactory. Most of project achievements are already owned by their respective custodian organizations. However, the few pieces of equipment such as project vehicles and computers may have to be transferred to the ministry that would now be designated as the *national executing agency* as per UNDP guidelines.

As for the project staff, all of the technical assistance provided by the project was short-term consultants, which have terminated their respective contracts.

3.5.4 Enabling Environment

Enhancing the enabling environment for arresting land degradation and establish sustainable land management practices was the long-term goal of the SLaM project. The main target of the project in this area was to produce at least five policy briefs, which can be used to sensitize policy makers towards mainstreaming sustainable land management into national development frameworks, such as PRSPs, UNDAF and Forestry Action Plans. Also, the project intended to facilitate the formulation of appropriate bye-laws and regulations for sustainable land management.

3.5.5 Gender Mainstreaming

Gender has been mainstreamed into this project although no clear methodology for achieving this was presented in the project document. The important contribution of the project is the sensitization of the rural population regarding the important roles of both

men and women on the farm. This was done continuously by project staff during visits to the sites. Women were encouraged to actively participate in all SLaM activities and at least 20% of farmers interviewed by the evaluator during the field mission were women, who, by virtue of their participation in the project, were able to speak about increased generated income for their families.

3.5.6 Ecological Sustainability

Most of the SLaM activities should contribute to improving the ecological conditions in the areas of intervention. The evaluators did not notice any environmental risks that could be attributed to SLaM Project activities. On the other hand, it was observed that most of the field interventions with farmers have the potentials to continue to ensure the flow of future environmental benefits. For this to happen, however, there would be the need to mainstream the achievements into national policy and legislation frameworks that should provide the Stakeholders in the country with the necessary instruments to implement identified and proven SLaM best practices and ensure a stronger ecological sustainability. On the above basis, we rate the ecological sustainability of the project as highly satisfactory as it should have a positive impact on the sustainable management of the land in rural areas throughout the three main ecological zones of Ghana.

3.5.7 Replicability and Scaling-up

The project undertook a series of training and dissemination workshops on SLaM methodologies to raise the capacity of key individuals in sustainable land management practices. It also supported the establishment of about 96 demonstration pilot sites across all the ecological zones of Ghana with projects ranging from sustainable management of pasture to afforestation, restoration of degraded land and sustainable management of land used for livestock breeding to demonstrate sustainable land management practices. Thus, we may conclude that the potential for the scaling-up of these project achievements is excellent. On this basis, we rate the replicability and scaling-up of the project as highly satisfactory.

3.6 Summary of the Project's Performance Ratings

Annex 9 presents a summary of the ratings for each of the evaluation criterion discussed so far in Section 3 of the report. The overall assessment of the performance of the project is satisfactory.

4. RECOMMENDATIONS

We have the following *observations* with respect to the project execution:

- Support to Private Plant Nurseries would have had a larger potential impact for replicability and sustainability.
- There is a strong dependency syndrome among beneficiary farmers who expected the project to continue to provide free services and inputs, even when it was made clear that the project has ended.
- The issue of trade-off in the land-recovery approach to be quantified for possible compensation, perhaps should have been taken into account in the project design.
- There is the need to re-orientate participating Agricultural Extension Officers to appreciate the advantages of the ecological approach to the management of agricultural lands to add much value to the programme approach.
- The “catch them young approach” that was adopted by the project by involving students in the project was good as it would make the in future as they would be in a better position to positively influence their parents into accepting the principles of ecosystem approach to land management.
- Long period of planning and training may have limited direct field interventions and scale of operation.
- Publicity and dissemination for integration into policy decision-making remains a major weak link of the project.
- Non-consideration of the intricate linkage between assured market that provides farmers with just return for their investment of time and efforts and continued interest in SLaM approach by the project constitutes a potential barrier to sustaining farmers’ interest. A review of the various sites suggests that this situation of farmers’ inability to sell crops at a reasonable price exists but so far no satisfactory provision exists to help farmers to overcome this constraint to production.

Emerging from the evaluation study, we make the following issue-related *recommendation* with some explanations as to their importance for the sustenance of this valuable project:

1. **Long period of methodological development:** Intensified, but short period of methodology development and training to ensure a longer period of practical field intervention may enable farmers to reap the benefit of their participation, particularly harvesting of fruits from introduced agrobiodiversity resources, within the 4-year project’s life span.

Recommendation: *We recommend that the period of planning and sensitization through participatory methodology should not be more than 6 months for future similar interventions.*

2. **Improving farmers’ access to productive assets and marketing opportunities:** In recognition of the poverty level of participating farmers and the need to reduce it within the context of promoting sustainable land management, a mechanism to enhance the access of farmers to productive assets would have been ideal to promote upscaling and sustainability. This can be obtained by them having access

to generating significant income from their harvest or other activities. SLaM should have included this aspect in their activities related to lobbying and development of enabling policies for farmers. One possible approach would be for some interested farmers to become expert at developing and maintaining plant nurseries and selling the young plants to obtain supplementary income. In the same manner, marketing is intricately linked to the farmers' enthusiasm to grow and sell. An assured market that provides them with just return for their investment of time and efforts will encourage them to continue to produce. Without this production and interest the project will not be sustainable. This aspect has not been considered by the project during its development. A review of the various sites suggests that this situation of farmers' inability to sell crops at a reasonable price exists but so far no satisfactory provision exists to help farmers to overcome this constraint to production.

Recommendation: *We recommend that the issue of improved access to productive assets should be looked at very critically. In addition, future SLaM activities should investigate the possibility of setting up viable and effective associations for farmers, and lobby for better government policies that would help them.*

3. **Meeting farmers' short-term or immediate needs:** Most of the fruit and economic trees that were used to introduce the concept of agro-forestry to participating farmers in the SLaM project in the have a minimum of four to five years of gestation. Most of the farmers interview expressed serious concerns about meeting their family needs from the land during the gestation period of the fruit and economic trees that they were sensitized to adopt in their field. Thus, it was obvious that additional sources of livelihoods from agricultural practices for the urgent, immediate and short-term needs of farmers are critical for the success of SLaM. In other words, farmers must have access to other means of livelihoods in the short term in order to sustain interest in maintaining fruit trees and other economic tree on lands that they leased. Typical examples of short-term means of livelihoods that could be of interest to farmers include snail rearing and rearing of small animal ruminants for immediate disposal for cash income. This would reduce their dependency syndrome.

Recommendation: *We recommend that the enhancement of the capacity of farmers to meet their immediate and short-term needs through training to engage in income-generating small-scale agricultural diversification and sustainable means of livelihoods (e.g. snail rearing should be included in future similar projects. This will not only encourage farmers to sustain their interest in maintaining fruit and economic trees on their leased lands (a critical sustainability element of improved biodiversity for SLaM), but would also ensure have access to additional sources of income during the gestation period for the fruit and economic trees (a major expected outcome of SLaM's intervention) that were introduced to them as alternate means of improving land use for environmental sustainability.*

4. **Publicity and dissemination for integration into policy decision-making:** The project undertook a number of information dissemination activities through workshops and the media. The project also has a substantial number of activities that can make a positive impact on policies that apply to land tenure, markets, respect for the environment, etc. The basis already exists for the project to make a significant impact on policies for SLAM. Nevertheless, the evaluators noted what we regard as “limited conviction” on the part of many policy makers on the need to sustain SLAM. Thus we conclude that there is still the need to further work on policy-makers to ensure mainstreaming of SLAM into government’s development policies and poverty reduction strategies as perhaps the most assured means by which the valuable achievements of the SLAM would be sustained and upscaled.

Recommendation: *We recommend that the scientists that were involved in the implementation of the project should explore opportunities that could be available for them to share the best practices that emerged from the project implementation (e.g. nature of intercropping, weed types and control mechanisms) at national and international levels. This could be supported by development partners, including UNU and UNDP.*

6. **Project management and focus:** There is no doubt that the project was well managed with excellent report produced. Nevertheless with noted that its overall orientation was largely research based that allowed unproportionately lower (relative to scientific findings and overhead cost) than initially planned for field interventions. This we attribute to the use of coordinating units that were based in universities and Research Institutions though this has produced very good results and methodologies.

Recommendation: *We recommend that UNDP should support and coordinate a well-defined strategy to initiate an inter-ministerial (e.g. between MEST, MoFA, MLGRD, Ministry of Finance etc) dialogue and sensitization approach that would ensure that necessary policy and financial support for SLAM upscaling is on board immediately.*

6. **Proportion of resources available to direct or indirect farmers’ support:** There is a critical issue of a fairly large amount of resources committed to scientific research and overheads relative to the resources that eventually got committed to direct support to farmers in terms of training, and field interventions. This undoubtedly affected the scale of operational field activities in the long run. We recognize that participatory approach could be time consuming and costly, but we are also of the view that some of the results of the very detailed scientific assessment could be achieved with reduced, but strategic interventions that could have saved cost. This could have made available additional resource for the use of direct support to farmers which could have enlarged the scale of intervention in the field for more impact.

Recommendation: *We recommend that future intervention of this nature should strategically ensure that not less than 60% of the available resources are committed to practical demonstrations that would enhance visible impact.*

5. LESSONS LEARNED

The following are the main lessons that are eminent from the project execution:

1. A supposedly degraded land under a particular agricultural practice or system could be of a higher value to other uses. All that is required is for a farmer to be exposed to the best practice alternatives.
2. Capacity building through participatory methodology development is essential for ease of adoption among rural farmers.
3. Land ownership is critical to ensuring farmers' interest in SLAM as many farmers are not very confident of planting tree crops without the assurance that they would reap maximum benefit from the land before their lease expired.
4. Involving policy maker right from the formulation stage of the project and throughout its implementation enhances chance of replicability and sustainability. This is demonstrated by the support that MoFA recently provided to some farmers in the northern sector of the project area (irrigation pump, training and some emolument), even after the project has ended.
5. Sustainable partnership with civil society organization is a viable means to ensure sustainability of the project for future upscaling and replication. Typical example is the current agreement between some communities in the north and an NGO – Heifer International – that appears to be sustaining the tempo of the successes recorded by the project

ANNEX 1

SUSTAINABLE LAND MANAGEMENT FOR MITIGATING LAND DEGRADATION, ENHANCING AGRICULTURAL BIODIVERSITY AND REDUCING POVERTY (SLaM) TERMS OF REFERENCE (ToR) for Terminal Evaluation (TE) October 2009

Purpose

The evaluation of the UNDP/GEF Sustainable Land Management for Mitigating Land Degradation, Enhancing Agricultural Biodiversity and Reducing Poverty (SLaM) aims to review the performance of the project from the start up to the end of the project, towards achieving its target objective and outcomes. The review will assess and rate project results, the sustainability of project outcomes, the catalytic effect of the project, and the quality of the project's monitoring and evaluation systems. The evaluation will also identify "lessons learned and best practices" from the SLaM Project and offer recommendations that might improve design and implementation of other UNDP/GEF projects.

Background

The SLaM project is a Global Environment Facility (GEF) supported medium size project (MSP) and is in line with GEF Operational Programme No. 15, "Sustainable Land Management" with relevance to No. 13 "Conservation and sustainable use of biological diversity important to agriculture," implemented through UNDP. All parties signed the 4-year project on 3 March 2005 that indicates official implementation of the project.

The overarching goal of SLaM is to "Contribute to sustainable ecosystem-based integrated land management in globally, nationally and locally significant land resources in agricultural areas under threat, for greater ecosystem stability, enhanced food security and improved rural livelihoods."

OBJECTIVES OF THE TERMINAL EVALUATION

The Terminal Evaluation aims to review the performance and development impact of the project, notably in relation to its objective and outcomes.

In addition, the Terminal Evaluation will serve to:

1. strengthen the adaptive management monitoring/evaluation functions of the project
2. ensure accountability for the achievement of the GEF objective
3. enhance organizational and developmental learning
4. enable informed decision-making.

The Terminal Evaluation will take stock of SLaM project achievements over the four-year period from inception in 01 April 2005 to 31 March 2009. It will review activities and analyze the extent to which their outcomes are fulfilling planned targets.

More specifically, the evaluation will:

- a) Ascertain the soundness of the methodologies developed for identifying degraded lands, selecting project areas, recording baseline conditions, and determining good or best practices for sustainable land management (SLAM.) in respect of the planned Output 1, and also determine the appropriateness of the GIS database format developed for storing and analyzing emergent SLAM data in respect of all outputs and activities leading to them.
- b) Assess the application of the developed methodologies in terms of the actual choice of demonstration sites, preparation of the ground for SLAM. interventions, and actual rehabilitation work in respect of the planned Output 2.
- c) Determine the contribution of activities towards capacity for SLAM. and towards policy reforms in respect of the planned Output 3.

SCOPE OF THE EVALUATION

The evaluation will cover SLAM work carried out over the four years (April 2005-March 2009).

The Terminal Evaluation will cover the following **aspects of project design and implementation**:

1. Progress Towards Results

Changes in development/SLAM. conditions: Focus on the perception of change among stakeholders, including members of the communities concerned. The issue of replicability should be considered.

Measurement of change: Progress towards results should be based on a comparison of indicators before and after the project intervention. Progress can also be assessed by comparing conditions in the project site to conditions in similar unmanaged sites.

Project strategy: How and why outcomes and the applied strategies (e.g. the capacity building approaches being applied by the project now, but also other strategic documents of the project or produced by the project) contribute to the achievement of the expected results (the project objective and goal).

Performance: With focus on the expected results, the evaluators are to assess how well the project has performed in terms of:

- achieving the set of outputs that is expected;
- improving the national capacity for the sustainable management of Ghana's land resources through a SLAM. approach;
- cost-effectiveness;
- professional capacity and the quality of inputs and activities by the main national implementing partner of the program;
- managerial aspects of the project, including how the project co-ordination was organized, how it organized the teams, the set of skills required vis-à-vis the challenges, the management style and the management of human and financial resources (noting that the evaluators will not be auditing the project, but should have insight in any financial audit reports that have been produced).
- adequacy and effectiveness of implementation arrangements of the project.

Sustainability: The Terminal Evaluation focus will be on the extent to which the benefits of the project are likely to continue, within and outside the zones of project intervention, after the project has come to an end. The Terminal Evaluation should also pay special attention to the potential contribution of the project to creating the basic conditions to ensure sustainability of SLAM. through capacity building at the local, regional and national levels.

Gender perspective: Extent to which the project accounts for gender differences when developing and applying project interventions. How are gender considerations mainstreamed into project interventions? Suggest measures to strengthen the project's gender approach.

Millennium Development Goals: The extent to which the project activities are contributing – or can potentially contribute – to the achievement of MDGs, with focus in the areas of poverty reduction, SLAM, and gender.

2 UNDP Contribution

With focus on the support provided by the UNDP/GEF Regional Coordination and considering the scope and availability of results from the GEF Evaluation Office Desk Review of the project – so as to avoid duplication – evaluators are to assess:

The role of UNDP against the requirements set out in the UNDP Handbook on Monitoring and Evaluating for Results. Consider:

- Field visits
- Steering Committee/TOR follow-up and analysis
- APR/PIR preparation and follow-up
- GEF guidance
- Quarterly Progress and Financial Reports.
- Workplans

Consider the new UNDP requirements outlined in the UNDP User Guide, especially the quality assurance elements, and ensure they are incorporated into the project's adaptive management framework

Assess the contribution to the project from UNDP “soft” assistance (i.e. policy advice & dialogue, advocacy, and coordination). Suggest measures to strengthen UNDP's soft assistance to the project management.

2. Partnership Strategy

Assess how partners are involved in the project's adaptive management framework:

- Involving partners and stakeholders in the selection of indicators and other measures of performance
- Using already existing data and statistics
- Analyzing progress towards results and determining project strategies
- Identify opportunities for stronger substantive partnerships

Consider the dissemination of project information to partners and stakeholders and, if necessary, suggest more appropriate mechanisms.

PRODUCTS EXPECTED FROM THE EVALUATION

1. There will be two main products:

- **Terminal evaluation report**, including
 1. Executive summary
 2. Introduction
 3. Findings and Evaluation of Outcomes (fulfillment of objectives and outcomes)
 4. Recommendations

5. Evaluation Annexes

The final report is to be cleared and accepted by UNDP (through the UNDP/GEF Regional Coordination Unit) before final payment. The final report (including executive summary, but excluding annexes) should not exceed 30 pages.

EVALUATION METHODOLOGY

The evaluation methodology guidelines are provided below. Any changes should be in conformity with international criteria and professional norms and standards (as adopted by the UN Evaluation Group 7). They must be also cleared by UNDP before being applied by the evaluation team.

The evaluation must provide evidence-based information that is credible, reliable and useful. It must be easily understood by project partners and applicable to the remaining period of project duration. The evaluation should provide as much gender disaggregated data as possible. The evaluation will be carried out by the team through:

Documentation review (desk study); the list of documentation to be reviewed is included in Section 5 of these ToRs. These documents will be availed by SLaM/Project office and/or UNDP Country Office.

Interviews will be held with the following organizations and entities:

- UNDP: UNDP Ghana Country Office and UNDP/GEF Regional Technical Adviser for Land Degradation (Dakar).
- The Chief Director of the former Ministry of Environment, Science and Technology
- Ministry of Food and Agriculture (MoFA)
- Project team: National Coordination Unit in Accra (including the National Coordinator and support staff), Sector Coordinators and respective technical and operations team
- Project Steering Committee
- Land resource users: through the use of targeted surveys or site visits

Field visits should be made to at least two focal communities.

A **Project Rating Matrix** will be annexed to the report and will rate the project according to the following criteria:

1. Attainment of objectives and planned results
 2. Achievement of outputs and activities
 3. Cost-effectiveness
 4. Financial Planning
 5. Impact
 6. Sustainability
 7. Stakeholder participation / public awareness
 8. Country ownership/drivenness
 9. Implementation approach
 10. Replicability
 11. Monitoring and Evaluation.

The ratings will be presented in the form of a table. Each of the eleven categories shall be rated separately with brief justifications based on the findings of the main analysis. An overall rating for the project should also be given. The following rating system is to be applied:

HS = Highly Satisfactory
S = Satisfactory
MS = Moderately Satisfactory
MU = Moderately Unsatisfactory
U = Unsatisfactory
HU = Highly Unsatisfactory

IMPLEMENTATION ARRANGEMENTS

One international evaluator and two national evaluators have been proposed for the evaluation team. The team is expected to combine international caliber evaluation expertise with knowledge of SLAM. in Ghana.

Team composition:

International Consultant (Team leader)

- Responsibility for designing method and delivering the evaluation reports. S/he should possess sufficient knowledge about Sustainable Land Management in the context of Ghana or Africa, with solid experience in project management (implementation, monitoring and evaluation process) and familiarity with promotional activities in the areas of environment.

National consultant (Social scientist)

- Assess stakeholders and beneficiaries (impact, appropriation, etc.). S/he must have extensive knowledge in the environment situation of Ghana, with experience in developing performance indicators, project appraisal and evaluation of development projects.

National consultant (Land management/Soil scientist)

- Assess the institutional aspects and the technologies used. S/he must also have extensive knowledge in the land management situation of Ghana, with experience in developing performance indicators, project appraisal and evaluation of development projects.

Team Qualities:

Recent knowledge of result-based management evaluation methodologies with requisite expertise in the subject matter of the project, and with experience in economic and social development issues

Recent knowledge of participatory monitoring approaches

Experience applying SMART indicators and reconstructing or validating baseline scenarios

Recent knowledge of the GEF Monitoring and Evaluation Policy

Experience applying UNDP's results-based evaluation policies and procedures

Competence in Adaptive Management, as applied to conservation or natural resource management projects

Recognized expertise in the sustainable land management approaches and practices

Demonstrable analytical skills All team members with excellent English communication skills (oral, aural, written and presentation)

MISSION TIMETABLE

The proposed time of the evaluation will be from **the beginning of October to the end of October**, with the draft report being available for comment 2 weeks after the completion of the mission. A

schedule of activities which comprises **a maximum of 25 effective working days for the Team Leader (International consultant)** and **20 effective working days for national consultants** is set out below.

Resources, logistical support and Deadlines:

Three (3) working days preparation before field work (First week of October 2009): to review documents, obtain necessary non-project background or supporting documents, finalize evaluation methodology, prepare learning sessions, surveys etc, develop hypotheses about the project strategies and management and consider methods for testing hypotheses. Telephone interview with the UNDP/GEF Regional Technical Advisor should be arranged during that period.

Fourteen (14) working days for the Team Leader and Nine (9) working days for national consultants in the field in Ghana: With the evaluation's emphasis on the project's adaptive management framework, the evaluators' team is expected to work closely with the project team. The in-country period will include learning sessions with the project team and other adaptive management strengthening measures.

Five (5) days after the mission to prepare the first draft of the evaluation report.

Two (2) weeks for comments on the draft report: The draft Terminal Evaluation report should be submitted to the UNDP Country Office in Ghana. The UNDP in close collaboration with the project team and the UNDP/GEF Regional Technical Advisor should analyze, provide comments and share it with different stakeholders.

Three (3) days for the Team Leader in consultation with the other team members to integrate the comments and finalize the evaluation report: The evaluation team will incorporate the comments into the final version within one week of receiving the comments. The evaluation team is responsible for ensuring matters of fact are revised in the report, but matters of opinion may be reflected at their discretion. The final report must be cleared and accepted by the UNDP Country Office in Ghana. In the case of any unresolved difference of opinions between any of the parties, the UNDP CO may instruct the evaluation team to set out the differences in an annex to the final report.

In addition, it is expected that at least one member of the project would accompany the team during the visits in order to facilitate and provide clarifications where necessary. During the evaluation period, the team will require office accommodation. Project management will arrange for requisite local logistics including accommodation and transportation.

ANNEX 2.

LIST OF DOCUMENTS CONSULTED/REVIEWED

1. SLaM Project Documents in electronic form (Quarterly Reports, Annual Reports, Evaluation Reports, Technical Reports, Workplans, Training, Staffing, etc) 272 Mb of information
2. SLaM Project Brief Embodying Modified Log-Frame, December 2006
3. Inception Report
4. Project Implementation Report (PIR)
5. Minutes of Steering Committees technical committees
6. Minutes of steering committees. The GEF Monitoring and Evaluation Policy, February 2006
7. The Evaluation Policy of UNDP, May 2006
8. UNDP, Handbook on Monitoring and Evaluation for Results,
<http://www.undp.org/gef/05/monitoring/policies.html>
9. UNDP, Participatory Monitoring and Evaluation: approaches to sustainability,
<http://www.undp.org/gef/05/monitoring/policies.html>
10. GEF, Monitoring and Evaluation Policies and Procedures
<http://www.undp.org/gef/05/monitoring/policies.html>
11. UNDP-GEF Risk Management Strategy resource kit,
<http://www.undp.org/gef/05/monitoring/policies.html>
12. SLaM, A record of SLaM activities March – December 2007
13. SLaM, A report on Inception Meeting
14. SLaM Report on national workshop on finalization plans for sustainable land management interventions to combat land degradation, enhance agricultural biodiversity and reduce poverty in Ghana.
15. SLaM, A Report of District Level sensitization forum for Upper Manya Krobo Fantekwa east Akyeam Atewa corridor of the sustainable land management interventions to combat land degradation, enhance agricultural biodiversity and reduce poverty in Ghana.
16. SLaM, A Report of District Level sensitization forum for areas centered on Obodan of the sustainable land management interventions to combat land degradation, enhance agricultural biodiversity and reduce poverty in Ghana.
17. SLaM, A national workshop on finalizing plans for sustainable land management intervention to combat Lnd degradation, enhance agricultural biodiversity and reduce poverty in Ghana
18. SLaM, Baseline Biotic Conditions in SLaM PROJECT areas
19. SLaM, Determination of the Baseline Biophysical Conditions in SLaM project areas
20. SLaM, First Quarter(Jan – March) Report of Progress
21. SLaM, Framework for cost benefit analysis of the impact of Slam interventions

22. SLaM, Latest consultancy Report on the Socio Economic and Gender Analysis of Farmer perception of land Degradation and good/ best practices for sustainable land management
23. SLaM, Minutes of the First Year 2(2006)
24. SLaM, Meeting of the Steering Committee of SLaM
25. SLaM, Minutes of the Maiden Steering Committee Meeting of SLaM
26. SLaM, Minutes of the Maiden Formal Meeting of Team leaders of SLaM
27. SLaM, Minutes of the Second Year 2 Meeting of the Steering Committee of SLaM
28. SLaM, Minutes of the Third Year 2 Meeting of the Steering Committee of SLaM
29. SLaM, Modified Indicative Workplan
30. SLaM, Monitoring and Evaluation visit of SLaM project areas in southern Ghana by SLaM steering committee Members
31. SLaM, Report of Informal Meeting held with Edward Yeboah Danso an expert farmer and the manager of ahiyirensu naturalist Centre 25th November 2005
32. SLaM, Report on a Workshop on methodology for Identifying threatened lands and sustainable(good/best practices)
33. SLaM, Report on District Level sensitization forum for upper Manya Krobo Fanteakwa East Akyem- Atewa Corridor
34. SLaM, Report on a field Work on choice of potential SLaM interventions and their controls and on determination of land use types preferred by the local farmers towards SLaM intervention in SLaM project areas
35. SLaM, Review of baseline biotic conditions with special reference to rare plants and those useful for recovering degraded lands in slam project areas
36. SLaM, Second Quarter(April – June) Report of Progress
37. SLaM, Slam Workplan for 1st Quarter of year 2 (2006)
38. SLaM, Slam Workplan for 2nd Quarter of year 2 (2006)
39. SLaM, Slam Workplan for 4th Quarter (Oct-Dec) of year 2 (2006)
40. SLaM, Slam Workplan for year 2 (2006)
41. SLaM, Slam Workplan for year 3 (2007)
42. SLaM, Slam National Workplan for 2nd Quarter (April – June) of year 3
43. SLaM, Slam participatory methodological framework for identifying threatened and degraded lands and criteria for identifying sustainable(good/best0 land management practices)
44. SLaM, The revised logical framework
45. SLaM, Work plans and project budgets
46. GEF, The GEF Monitoring and Evaluation Policy, February 2006
47. UNDP, The Evaluation Policy of UNDP, May 2006
48. SLaM, Year 1(April – March 2006) First Quarter Report of Progress of the Project
49. SLaM, Year 1 Second Quarter Report of Progress of the Project
50. SLaM, Year 1 (April – March 2006) First Quarter Report of Progress of the Project
51. SLaM, Year 3 (2007) First Quarter (Jan-March) Report of progress report of SLaM
52. SLaM, Quarterly Workplan for southern Ghana &for cross cutting activities: Year One

53. Minutes of The First Year 2 (2006) Meeting of the Steering Committee of SLaM (The Project, 'Sustainable Land Management for Mitigating Land Degradation, Enhancing Agricultural Biodiversity and Reducing Poverty {SLaM} in Ghana', held on Thursday 26 January 2006 at the Ministry of Environment and Science, Accra
54. Minutes of the Maiden Steering Committee Meeting of SLaM (The Project 'Sustainable Land Management for Mitigating Land Degradation, Enhancing Agricultural Biodiversity and Reducing Poverty {SLaM} in Ghana) held on Thursday 08 September 2005 at the Ministry of Environment and Science, Accra
55. Minutes of the Maiden Steering Committee Meeting of SLaM (The Project 'Sustainable Land Management for Mitigating Land Degradation, Enhancing Agricultural Biodiversity and Reducing Poverty {SLaM} in Ghana) held on Thursday 08 September 2005 at the Ministry of Environment and Science, Accra
56. SLaM National Workplan for 3rd Quarter (July – September) of Year 3 (2007)
57. Report Of A Pre-Mid-Term Evaluation Visit To Inspect SLaM Project Areas in Northern and Central Ghana 27-30 June- 01 July 2007
58. SLaM National Workplan For First Quarter (January – March) of Year 4 (2008)
59. Minutes of the Second Year 2 Meeting of the Steering Committee of SLaM (The project, 'Sustainable Land Management for Mitigating Land Degradation, Enhancing Agricultural Biodiversity and Reducing Poverty (SLaM) in Ghana'), held on 27 April 2006 at the Ministry of Environment and Science (MES), Accra.
60. Minutes of the Maiden Formal Meeting of Team Leaders of SLaM (The Project, 'Sustainable Land Management for Mitigating Land Degradation, Enhancing Agricultural Biodiversity and Reducing Poverty (SLaM) in Ghana), held on Saturday 28 January 2006 in the house of Professor Gyasi at Dawu, Akuapem
61. Minutes of the Second Year 4 Meeting of the Steering Committee of SLaM (The project, 'Sustainable Land Management for Mitigating Land Degradation, Enhancing Agricultural Biodiversity and Reducing Poverty {SLaM} in Ghana'), held on 11-12 June 2008 at Little Acre Hotel, Aburi
62. 2007 Report of Progress of the Project 'Sustainable Land Management for Mitigating land Degradation, enhancing Agricultural Biodiversity and reducing poverty (SLaM) in Ghana.
63. Year 3 (2007) Fourth Quarter (October – December) report of Progress of the Project 'Sustainable land Management for Mitigating Land Degradation, enhancing Agricultural Biodiversity and Reducing Poverty (SLaM) in Ghana.
64. Minutes of the First Year 4 Meeting of the Steering Committee of SLaM (The project, 'Sustainable Land Management for Mitigating Land Degradation, Enhancing Agricultural Biodiversity and Reducing Poverty {SLaM} in Ghana'), held on 31 January 2008 at the conference room of the former Ministry of Environment and Science (MES), Accra
65. Minutes of the First Year 3 Meeting of the Steering Committee of SLaM (The project, 'Sustainable Land Management for Mitigating Land Degradation, Enhancing Agricultural Biodiversity and Reducing Poverty {SLaM} in Ghana'), held on 09 October 2007 at the conference room of the Former Ministry of Environment and Science (MES), Accra
66. Minutes of the Third Year 2 Meeting of the Steering Committee of SLaM (The project, 'Sustainable Land Management for Mitigating Land Degradation, Enhancing Agricultural Biodiversity and Reducing Poverty {SLaM} in Ghana'), held on 27 July 2006 at the Former Ministry of Environment and Science (MES), Accra

67. Minutes of the Third Year 4 Meeting of the Steering Committee of SLaM (The project, 'Sustainable Land Management for Mitigating Land Degradation, Enhancing Agricultural Biodiversity and Reducing Poverty {SLaM} in Ghana'), held on 03 September 2008 at the Board Room of the Environmental Protection Agency (EPA), Accra.

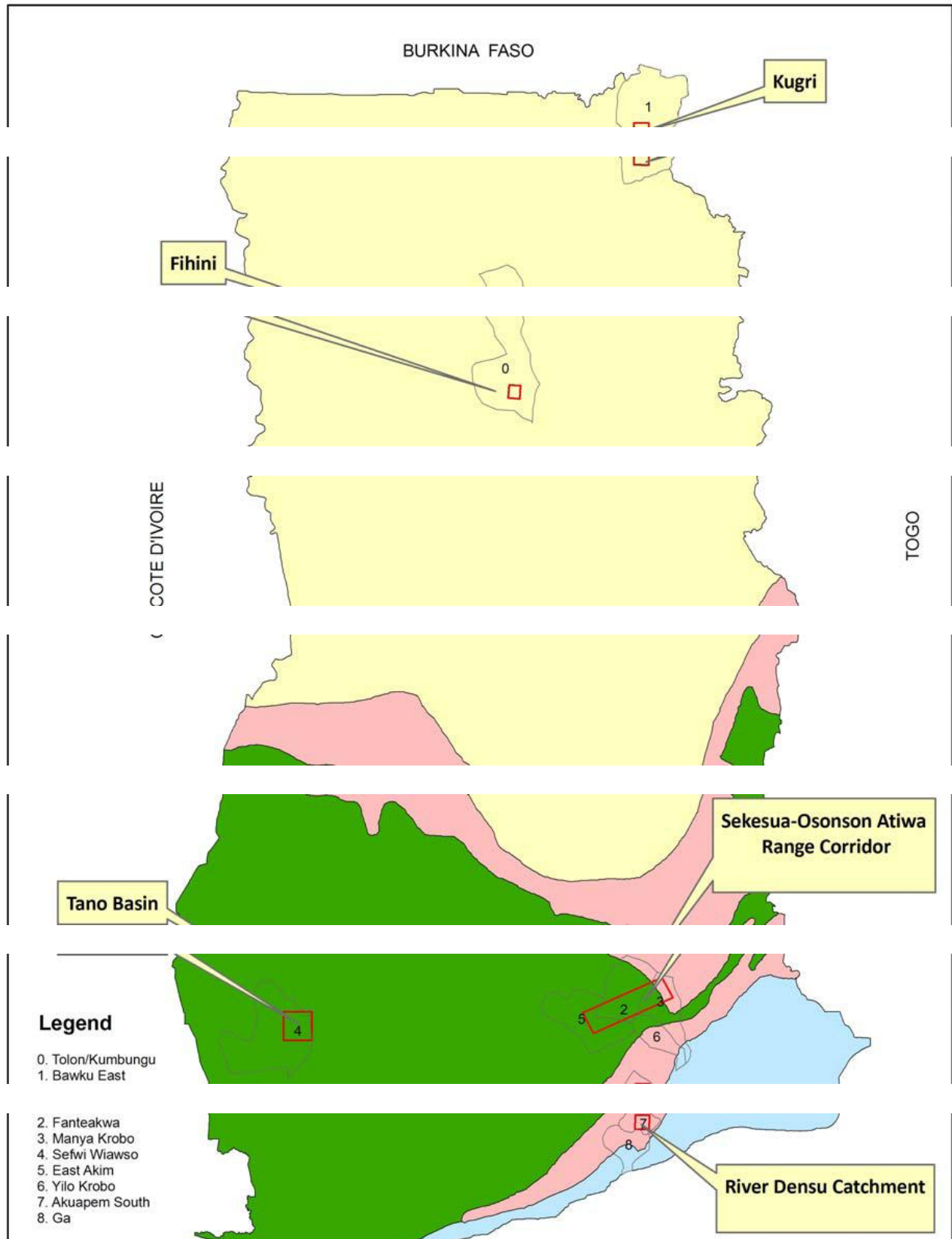
SLaM Report Environment and Energy Cluster Meeting Scheduled for SLaM Report to
Wednesday 05 December 2007

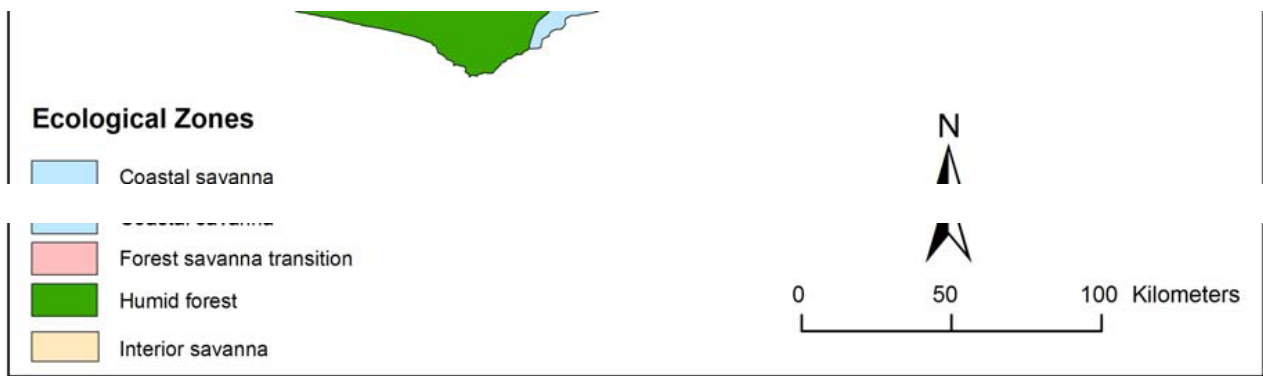
ANNEX 3.

HIGHLIGHTS OF THE PLANNED PROGRAMME OF ACTIVITIES FOR THE TERMINAL EVALUATION

DATE	ACTIVITY	RESPONSIBILITY
Before 23 Nov. 2009	Review of relevant project implementation documents	All consultants
23 Nov.	Evaluators meet to review and finalize workplan and if possible produce inception report	All consultants
	Evaluators' meeting at 2.00pm at UNDP in Accra	Consultants/ UNDP Team
24 – 26 Nov.	Field visit in southern sector	Emmanuel Oladipo (EO)
	Field visit in central sector (Kumasi)	Joseph Fening (JF)
	Field visit in northern sector (Tamale)	Moses Duphey (MD)
27 Nov.	Return to Accra	EO, JF, MD
30 Nov.	Evaluators discuss findings and draft recommendations	EO/JF/MD
1 Dec.	Debriefings/Presentation to UNDP	EO/JF/MD
2 Dec.	Stakeholder meeting and review of the draft findings and recommendations	Evaluators/UNP Team
3 Dec.	Evaluators submit first draft report of UNDP	EO/JF/MD
10 Dec.	Evaluators submit first draft report to UNDP	EO/JF/MD
15 Dec.	Circulation of draft report by UNDP for comments	EO/JF/MD
20 Dec.	Evaluators incorporate comments as appropriate and submit final report.	EO/JF/MD

ANNEX 4. MAP OF GHANA SHOWING LOCATION OF SLAM INTERVENTIONS





ANNEX 5

INTERVIEW GUIDE USED FOR THE SLAM TERMINAL EVALUATION

A. PROGRESS TOWARDS RESULTS

A.1 Changes in development and/or sustainable land management conditions - perception of change among stakeholders, and replicability.

- a) Has the Project implementation caused any significant development change in the concerned community? If yes, what are the changes? If no, why?
- b) What are the significant SLAM. conditions that have changed in the communities concerned due to the Project's intervention? If none, why?
- c) To what extent has the project changed the attitudes of partners concerned with the project? (Beneficiaries, project staff, development partners, NGOs, government institutions, etc)

A.2 Measurement of change - comparison of indicators before and after the project intervention

- a) What change in all indicators has occurred compared to the baselines? Have the objectively verifiable indicators (OVIs) in the logframe been achieved as planned?
- b) If there has been no change in the indicators, why?
- c) Based on observations and discussions, what are the conditions in the project sites compared to that in unmanaged sites?

A.3 Project strategy (design, *relevance and effectiveness*) – how and why outcomes and the applied strategies contribute to the achievement of the expected results (the project objective and goal)

- a) Was the project design (objectives, outputs, activities) well formulated in terms of:
 - Addressing the real problems and issues?
 - Concept/logic? E.g. are the overall goal, objectives, outcomes and activities clear and logical?; Are they achievable in the project framework?
 - Focus on target beneficiaries? E.g. do the planned target beneficiaries correspond to those that actually benefited?
 - Project appropriate stakeholders/institutions?
 - Adequate guidelines for implementation of the project?
 - Linkages with national development priority?
 - Partnerships and synergies?

- b) Was the project preparation process (formulation, inception) and its products (logframe, Project Operations Plan, Annual Workplans etc.) of good quality?
- c) Was the project relevant to the national socio-economic development priorities of Ghana? Is it integrated with national strategies (e.g. environmental management, poverty reduction strategy) and UN planning and results frameworks (CCA, UNDAF) at country level? In other words, were the project's outcomes consistent with the focal areas/operational program strategies and country priorities?
- d) Were the project's objectives valid and relevant? Did they result in strategic value added, if they were achieved?
- e) Are the actual project outcomes commensurate with the original or modified project objectives?
- f) Did the project incorporate key observations and recommendations of the Mid-Term Evaluation in its design to improve its relevance?
- g) To what extent does the country's *policy environment* remain conducive to achieving intended results, including policy impact and replication of the lessons being learnt from project implementation? Specifically in this regard, to what extent did the critical assumptions on which project success depended affect project success?
- h) Is there any significant evidence of country-drivenness? If yes, what are they (e.g. in terms of stakeholder involvement, public awareness and participation, partnering and institutional relationships)? If no why?

A.4 Performance achieving the set of outputs that is expected in terms of (i) improving the national capacity for the sustainable management of Ghana's land resources through a SLAM. approach; (ii) cost-effectiveness; (iii) professional capacity and the quality of inputs and activities by the main national implementing partner of the program; (iv) managerial aspects of the project, including how the project co-ordination was organized, how it organized the teams, the set of skills required vis-à-vis the challenges, the management style and the management of human and financial resources (noting that the evaluators will not be auditing the project, but should have insight in any financial audit reports that have been produced); (v) adequacy and effectiveness of implementation arrangements of the project.

A4.1 Results achievement

- a) Did the project make satisfactory progress in timely achievement of project outputs (as per logframe), and related delivery of inputs and activities?
- b) Given output achievement and related delivery of inputs and activities to date, did the project attain its goal and development objectives? Specifically in this regard:
 - What are the clear indications of the SLaM project tangible contribution to:
 - ✓ Development of methodologies for identifying threatened or degraded lands and sustainable land management systems

- ✓ Application of the developed methodologies for the purpose of recovering degraded lands
- ✓ Capacity building
- ✓ Improved quality of life

Are there any indications of negative effects in this regard?

- c) Did the project effectively address capacity constraints at the local level?
- d) Is the project sufficiently sensitive to and responsive to national capacity constraints for sustainable management of the country's land resources through the SLaM approach?
- e) Is the capacity development plan effective and likely to lead to sustained capacity improvements in the long-term?
- f) What are the indications that the Government is likely to replicate the approach and adopt the methodologies and other elements of the approach piloted by the SLaM?

The following critical issues will also be used to evaluate results achievement:

- g) What is the evidence that this innovation is leading to lessons and models for replication beyond the life span of the project?
- h) With regard to project **efficiency** and service delivery among other issues:
 - Are the procurement strategies and practices adopted appropriate and cost effective?
 - Was the project cost effective? Was the project the least cost option?
 - To what extent are inputs/resources provided or available on time to implement activities from all parties identified?
 - Was project implementation delayed, and, if it was, did that affect cost effectiveness?
 - Were the inputs/resources delivered in a time and cost effective manner?
 - Are adequate resources, capacity and systems in place for operations and maintenance of the inputs/resources provided?
 - Is there sufficient co-ordination among various Ministries, Agencies and Institutions that were involved in the provision of the inputs/resources?
 - Is the role of stakeholder participation in the various phases of inputs/resources provision?

A4.2 Project implementation and performance

- a) Has SLaM produced the planned results in terms of:
 - i. Developing and applying by appropriate participatory methodologies to identify and prioritize threatened lands?
 - ii. Developing and applying criteria to identify sustainable ('good/best') land management practices and land use plans?
 - iii. Undertaking environmental and social impact assessment of the practices being demonstrated, including gender and cost-benefit analyses at household level (i – iii = **Activities 1.1 – 1.6**)
 - iv. Applying identified sustainable ('good/best') land management practices to recover degraded lands, protect those under threat, and enhance their ecological functions, agricultural production capacity and rural livelihoods improvements role?
 - v. Disseminating success stories to influence community and local policies on land tenure reform, and the promotion and management of on-farm biodiversity and land

degradation control particularly along threatened water bodies and other ecologically sensitive lands (iv – v = **Activities 2.1 – 2.4**)

- vi. Enhancing national capacity and enabling environment for mitigating land degradation and promoting sustainable land management (**Activities 3.1 – 3.2**)
- b) Are the management arrangements for the programme adequate and appropriate? Are staff capacity and resources appropriate and sufficient for successful implementation of the project?
- c) How effectively is the project managed at all levels? Is project management results- based and innovative?
- d) Do management systems, including M&E, reporting and financial systems function as effective management tools, facilitate effective implementation of the project, and provide a sufficient basis for evaluating performance of the programme?
- e) Regarding financial systems: assess any bottlenecks in the system of financial disbursement between donors and implementing agencies and institutions?
- f) Regarding M&E, does the project monitoring system include:
 - ✓ A baseline that enables a good understanding of vulnerable populations/ areas, poverty issues, particularly as they relate to vulnerable groups in the areas of intervention, as well as data on access to and functioning of infrastructure and services. Has the baseline data been relevant to and used to inform planning and investment decisions?
 - ✓ Appropriate and cost-effective indicators and related targets linked to the baseline that will enable monitoring of process, output and outcome level performance?
- g) Overall, can we say that the project has been managed well?
 - ✓ in terms of achieving outputs in relation to inputs, costs and time;
 - ✓ whether the project started with a well-prepared work plan and
 - ✓ responsiveness of the Project Management Unit to changes
 - ✓ collaboration with stakeholders
 - ✓ delivery of Government counterpart inputs (cash, personnel, premises)
 - ✓ backstopping of the project by the Ministry of Local Government, Rural Development and Environment and UNDP

A4.3 Institutional and implementation arrangements.

- a) Are the project's institutional and implementation arrangements suitable for the successful achievement of the project's objectives or are there any institutional obstacles that are hindering the implementation or operations of the project, or which could benefit from adjustment? Among other issues, assess:
 - ✓ Capacity of the implementing agency, including with respect to annual work planning, financial management and reporting, and M&E.
 - ✓ Adequacy of technical and advisory support staffing.

A4.4 Project impacts

- a) How effective has to the project been in:
 - Institutional and capacity development?
 - Wide adoption of SLaM practices?
 - Improvement to quality of life and MDG goals (poverty reduction and food security)
- b) What has been the SLaM contribution to eliciting interest and support among various stakeholders?
- c) What has been the SLaM contribution to the development of enabling policy and regulatory frameworks for tenure reform, and the promotion and management of on-farm biodiversity and land degradation control particularly along threatened water bodies and other ecologically sensitive lands in the country?

A4.5 Sustainability

- a) Are the activities and impacts likely to continue after external support is terminated?
- b) Is the project getting the required support and acceptance from stakeholders at different levels?
- c) What are the factors that may affect the sustainability of the overall programme, including at the local level?
- d) Will the project contribute to lasting benefits?
- e) Which stakeholders are key to ensuring continuity of the project?
- f) Is there any evidence that the project activities will be scaled up by other organizations/partners?
- g) Did the project operate at a sufficiently large scale to bring about desired impacts?
- h) What strategies need to be put in place to help the sustainability of the Project?
- i) Which aspects of the project are likely to be replicated elsewhere?

Other specific aspects of sustainability

A4.5.1 Institutional sustainability

- a) How well is the project embedded in institutional structures as a means of achieving sustainability beyond the project's life?
- b) What institution will take the lead role after the end of this project?
- c) To what extent are project partners being properly trained (technically, managerially, financially) to take over the project?

- d) What mechanisms exist within the project to ensure that benefits are enjoyed by others outside the zone of intervention of the project?

A4.5.2 Policy support

- a) What is the level of policy support provided and the degree of interaction between project and policy level?
- b) What support has been provided from the relevant national, sectoral and budgetary policies?
- c) Do changes in policies and priorities affect the project and how well is it adapting, also to long-term needs for support?
- d) How much support did the project receive from the public and private sector?
- e) To what extent does the project contribute to democratization e.g. promotion of participation accountability and human rights?
- f) To what extent does the project enhance the role of non-state actors as partners in public policy making and implementation?

A4.5.3 Financial /economic viability

- a) If the future SLAM activities are to be supported institutionally, are funds likely to be made available?
- b) Would the institutions be ready to assume their (financial /economic) responsibilities?
- c) Can the benefits of slam interventions be maintained if economic factors change (e.g. commodity prices, exchange rate)?
- d) Are the target groups (and relevant authorities/institutions) in the position to afford maintenance and sustenance of technologies introduced and /or used by the project?
- e) Is there an exit strategy defined for the project that is to be implemented?

A4.5.4 Appropriateness of technology

- a) How locally appropriate was the technology (human and technical) introduced and used by the project?
- b) Did the technologies build on existing local practices, knowledge and capacity?

- c) How well did the technologies maximize the use of local resources?

A4.5.5 Environmental sustainability

- a) How well were critical environmental aspects taken into account in the design and implementation of the SLaM project?
- b) Were stakeholders and beneficiaries aware of the project's environmental responsibilities?
- c) Was any environmental damage done by the project? If yes, what kind of mitigation measures were taken?
- d) How well did the project respect traditional, successful environmental practices?

A4.6 Gender perspective – the extent to which the project accounts for gender differences in both its development and implementation

- a) Do project contents and methodology reflect a gender sensitive approach?
- b) Has the project been planned on the basis of a gender – differentiated target group analysis?
- c) Have practical and strategic gender interests been adequately considered in the project?
- d) Have the different interests of woman, men been reflected in the project implementation at the target group, institution and policy level?
- e) What is the likeliness of increased gender equality beyond project end?
- f) To what extent will /could the gender-sensitive approach lead to an improved impact of the project?

A4.7 MDG – the extent to which the project activities are contributing to the achievement of MDGs

- a) To what extent are project activities contributing to the achievement of the MDGs and the goals of NEPAD, regarding poverty reduction, SLAM. and gender?
- b) If the activities are not now making a contribution why is this so?
- c) To what extent will the activities contribute to the achievement of the MDGs and the goals of NEPAD?

B. UNDP Contribution - Technical backstopping:

- a) Is technical assistance and back-stopping from UNDP appropriate, adequate and timely to support the project in achieving its objectives? In particular, as it relates to:
 - ✓ Field visits

- ✓ Steering Committee/TOR follow-up an analysis
 - ✓ Annual Project Report/Project Implementation Review preparation and followup
 - ✓ ☐ Quarterly Progress and Financial Reports
 - ✓ ☐ Work plans
- b) What are the main contributions of UNDP Ghana Country Office and UNDP/GEF Regional Office to the quality of project delivery and the effort of the project to produce policy briefs? If limited, what needs to be done to strengthen support?
- c) Are there **any other project-related factors** that are affecting successful implementation and results achievement?
- C. Partnership Strategy** how are partners and stakeholders involved in the selection of indicators and other measures of performance?
- a) How well does the project correspond to the local perception of needs?
- b) What was the level of participation of the beneficiaries in then design of the project?
- c) What was the level of participation for the beneficiaries in the implementation of the project?
- d) To what extent wre stakeholders aware of the project's environmental responsibilities?
- e) How well did the project respect local customs and knowledge?
- f) How good was the relationship between project management, the beneficiaries and their representatives?
- g) To what extent did the project use existing data and statistics?
- h) To what extent were partners involved in analyzing progress made within the project?
- i) To what extent were partners involved in determining project strategies?
- j) What was the level of partnerships between key stakeholders (.e.g including farmers, the participating Universities, the CSIR, UNU, UNU-INRA, and relevant Ghana Government agencies, and international agencies such as FAO, CIDA, USAID, DFID and ADB, and other partners)?
- k) How can the partnerships be strengthened for sustainability?
- l)** What was the level of ownership of the project by beneficiaries and how will it likely be after the end of external support?
- m) To what extent were beneficiaries and possibly other relevant interest groups or stakeholders involved in the planning process?
- n) How did local stakeholders participate in project management and decision-making?
- o) What were the strengths and the approach used for the participation of local stakeholders in project management and decision making?

- p) How can local stakeholder participation in project and decision-making be improved?
- q) What is the likelihood that the target groups/beneficiaries will continue to make use of relevant services after external support has ended?

D. Information and publicity

- a) Do all stakeholders and partners have access to project results and services?
- b) What types of information has the project disseminated to partners and stakeholders?
- c) To what extent does the project management promote the use and benefit of the results of the project?

E. Lessons

Any lessons learnt?

✓ What are they, and what their potential impacts?

✓ What are the key challenges?

F. Recommendations

Recommendations on issues and activities for the sustainability of the SLaM initiative in Ghana (attach additional sheets)

Some General questions on SLaM

1. How do you see the introduction of SLaM in Ghana?
2. How do you view the efforts of government in promoting SLaM?
3. What do you consider as the main challenges facing SLaM wide-spread adoption in Ghana?
4. What in your own view is the probability of replication of SLaM in many parts of the country?
5. What, in your view, should be done to promote SLaM in Ghana?
6. How will this contribute to the socio-economic development of the country?
7. What do you consider as the main entry points for private sector intervention in the promotion of SLaM in Ghana?
8. How would your organization contribute to the promotion of SLaM in your area of responsibility?

9. What institutions, agencies, organizations or groups in Ghana should be involved in the promotion and development of SLaM for ownership and sustainability?
10. Who would you say should be responsible to finance SLaM post UNDP/GEF support in Ghana?

ANNEX 6 All the sector's reports in the same format would make easier to read and analyze

**SUMMARY REPORT OF FIELD VISITS BY THE TERMINAL EVALUATION TEAM
24 – 26 NOVEMBER 2009 (EMMANUEL OLADIPO, MOSES DUPHEY AND JOSEPH FENING)**

SOUTHERN SECTOR

S/No	Target Farmer		Project Inputs/ Intervention	Farmer's perception/ Observation	General Observations	Remarks/Implications for Project
	Name	Location				
1.	Dixon Mensah (Headmaster)	River Densu Catchment- Fotobi Community (L. A. Primary School)	Teak – 150 (80% survival)	A good initiative that deserves to be upscaled. Has helped the stability of the school premise. Positive impact on the environment in terms of shade and serving as windbreaks to reduce the impact of severe wind on the school structure. <i>"A noble approach to serve as woodlots and provide additional means of livelihood that should be made a continuous process"</i>	1. A good management approach in which pupils were actively involved in wetting the plants during the dry season and community ensured security against interference. 2. Community released the management Of the whole process to the school authority 2. Replicability constrained by lack of land	
2.	Christian Asare	River Densu Catchment- Fotobi Community 0243421353	10 ha of land Citrus – 135/150 Moringa 80/80 Palm 85 Mahogany 50 Mango 45 Guava 20 Cedrella 20/50 Ofram 2 Wawa – 0/ Nutme – 0/ Interspersed with cassava, corn, ground nuts and cowpeas	Land used to be under pineapple on a continuous basis in the form of monocropping. Since 2004 yield has been low and income drastically reduced. SLAM intervention has brought some rescue in terms of diversification. Sees the intervention as a good example of multiple land use, including fallowing, that has made it possible for land to be under permanent cover to check the rate of erosion	A practical example of the success of the SLAM initiative. Engaged in an experimental demonstration in which muringa leaves were used to fertilize an acre of maize field. A quick assessment during the field visit indicated that the fertilized maize field performed at least 50% better to an adjacent maize plot in which there was no application of muringa leaves as a source of fertilizer. <i>(This is a good example of how easily farmers</i>	Mr. Asare could easily become a major extension officer for SLAM in which his farm could become a good laboratory for others to see the benefit of sustainable land management practices. His is a demonstration of the obvious fact that for SLAM to succeed, farmers must have access to a reasonable size of land in which various activities can

					<i>can adopt best land management practices once they are convinced of the benefits).</i>	be demonstrated.
3.	Mary Itache	River Densu Catchment- Fotobi Community	1.5 acres of land. Citrus 120/130 Mango 50 Palm 104/105 Interspersed with tomatoes and corn for immediate needs	Overall, she sees SLaM as a positive intervention that would increase her income once the gestation periods of different trees and fruit trees are over. Major challenge faced is weeding of farms	Request for support to weed the farm – dependency syndrome.	Not likely for Mary to get involved in SLaM activities unless there is continuous support for free inputs.
4.	Chene Ntow	River Densu Catchment- Fotobi Community	3 acres Palm – 115 Citrus – 20 (burning) Mango – 23 Muringa – 27 Blackpepper - 10	Favourably disposed to the concept of SLaM as valuable for improved land management for enhanced income generation. Would be willing to extend methodology to over 1300 acres of his land with adequate external support.	May be a target for upscaling the concept and initiative, but only if additional external support is made available.	<i>Poverty is a major constraint to upscaling the initiative. Farmers already have the impression that all aspects of the initiative must be fully supported with external resources</i>
4.	Ama Ayensua	River Densu Catchment- Yeboakrom Community	Citrus – 74/80, Cedar – 80 Palm – 107/120	Very satisfied with SLaM activities. Confident to earn more income normal once he gestation periods for the different tree crops and trees	Integration of SLaM activities with livestock (small animal ruminant management) would have been more satisfying	Only ready to participate in additional activities if similar free inputs are provided. Financial constraints a critical factor, but would be willing to reinvest from proceeds that may be generated after years of gestation.
5.	Edward Yaboah Danso	River Densu Catchment- Ahyiresu Community	Naturalist Environmental Education Centre 50 acres of land: 25 under natural secondary forest condition, which is	Satisfied with SLaM approach	A well chosen control site but to which many farmers need to be exposed. By sharing his experience with other farmers during the series of trainings, the choice of Mr. Danso has	Mr. Edward Yaboah Danso would be a good extension personnel that can impart significantly on nearby farmers who should be able to learn from his field

			constantly enriched with additional biodiversity resources; the remaining under mixed cropping and agroforestry.		positively demonstrated the importance of participatory methodology in SLaM implementation.	
6.	Nelson Adenyo	Sekesua-Osonson-Atiwa Range - Obooho Community	4 acres of land that was formerly abandoned due to degradation. Used previously for tomato production (harvested 2 times in a year) with maize and cassava. Now under the cover of palm (120) and citrus (110)	Highly satisfied with SLaM interventions. Believed that expansion would be extremely useful for sustainable land management and restoration of degraded land and biodiversity resources.	<p>Mr. Adenwo was selected by one of the extension officers, who proved to be extremely helpful.</p> <p>The owner of an adjacent citrus plantation was highly excited about SLaM and adjudged it to be very relevant to farmers' needs.</p> <p>Integration of SLaM activities with livestock (small animal ruminant management, grass cutter rearing and mushroom production) would have been more satisfying.</p> <p>Request for support for weeding again an indication of a high level of dependency syndrome.</p>	<p>Possible agent for the propagation of SLaM concept.</p> <p>Noted increased vegetation cover through out the year in contrast to what used to prevail before SLaM intervention.</p>
7.	Mrs. Esther Tsengor	Sekesua-sonson-Atiwa Range - Nkankama Community	3 acres Palm - 110/120 Citrus - 100/120 Mango - 5/5 Mahogany - 10/20 Amre - 10/15 Nutmeg - 0/5 Interspersed with plantain, cassava, cocoyam	<p>Highly satisfied with SLaM interventions. Believed that expansion would be extremely useful for sustainable land management and restoration of degraded land and biodiversity resources.</p> <p>Recognized land degradation through persistent reduction in productivity of her land which has for long been under maize and cassava production, as well</p>	<p>Provided a good insight into the participatory approach used by the project, which led to the identification of farmers that were willing to release part of their lands for SLaM activities, including being trained in plant nursery management.</p> <p>Despite being sensitized about the role of micro-credit in enlarging her</p>	<p>Little change in land quality noted in term of thicker undergrowth around the fruit trees and other trees that were planted. Also plants are now growing in areas that were for long bare.</p> <p>Positive that these changes will continue</p>

				as the intensity of bush fire that has over the years gulfed the farm.	capacity to become a successful entrepreneur in seedling production for sale to farmers, she is not keen.	to restore the land to a regime of continuous cover.
8.	Emmanuel Nartey	Sekesua- osonson-Atiwa Range - Nkankama Community	2 acres 1 acre under citrus (110/120); 1 acre under palm (118/120)	Highly satisfied with SLaM activities, and convinced that they are good interventions that would provide improved means of livelihoods to the farmers after their initial gestation period.	Not keen on the use of micro-credit intervention to enlarge his capacity to produce seedlings and sell to other farmers that are interested in SLaM but could not participate in its implementation.	Positive change as noted that the menace of weed has been reduced by the improved cover provided by the planted food trees.
9.	Tetteh Larweh	Sekesua- osonson-Atiwa Range - Akumesu community	2 acres Palm - 120/120; citrus 110 (burnt), amre 10; mahogany 20; nutmeg 0/10; mango (burnt)	Both are highly satisfied with SLaM interventions. Prior to the intervention, there has been serious concern about increasing crop failure (in terms of maize, cassava, and vegetable production) and reduced productivity due to land degradation. <i>"SLaM has helped to improve our knowledge about the ecological value of trees and on how to use degraded lands more productively" (Tetteh Larweh)</i>	Plant Nursery along the river bank can easily be reactivated to facilitate large scale land rehabilitation with the favoured palm trees and biodiversity enrichment as anticipated by the farmers that participated in SLaM and those that were sensitized but not selected as targeted pilot farmers.	Palms are favoured, citrus not idea for the area, and while other trees may be useful, people may not be too keen on them in the area. <i>"Palm harvest would contribute significantly to our income and for the education of our children"</i>
10	George Tetteywayo	Sekesua- osonson-Atiwa Range - Akumesu community	2 acres Palm - 120/120; citrus 110 (burnt), amre 10; mahogany 10; nutmeg 0/10; mango (burnt)	<i>SLaM gave us the confidence that with our limited education, there are still a number of opportunities that we can explore as farmers to enhance our income (e.g. plant nursery management for the production and sale of seedlings to other farmers).</i>	Farmers are still waiting for the project to start again despite the initial explanation that the project has ended. In particular, they are still waiting for the extension officers to provide resources for the seeds. After some discussion, they are ready to convene a community meeting on how they can source additional support to increase palm plantation in the area.	Farmers accepted that bush burning was harmful to the land and have taken steps to prevent reoccurrence. This is because they have note increased vegetation cover in areas that were spared of burning as a means of land cultivation. Reemphasized the need to integrate animal rearing (e.g. sheep and goat) and

						poultry with SLaM initiative in order to assure farmers of immediate livelihoods during the gestation periods of fruit and other economic trees.
11.	Asfo Atse	Sekesua- osonson-Atiwa Range – Sutanpong Community	10 acres of land; Palm - 200; citrus - 140; Mango - 20, Nutmeg 7, afram trees - 200, mahogany - 100; teak - 250; maringa - 20; guava – 6; sweet berry – 4; black pepper – 20; cedrella - 20	Explained the participatory approach that was used for the selection of pilot farmers – sensitization by the project coordinator, workshop, inspection of land and soil analysis etc. Highly satisfied with SLaM intervention and confident that the potential benefit would be large enough to “improve their income and quality of life” Cassava, cocoyam, pepper intercropped to get immediate resources while waiting for the gestation period of the fruit and economic trees.	Using collective community initiative to support the farming of the land is generating a lot of interest among many farmers in the community. Willing to train other people in plant nursery management and has <i>raised about 150 seedlings on his own since the project ended</i> Resource limitation acknowledged, but already discussing with SLaM Project Coordinator on the feasibility of facilitating access to micro-credit to upscale the initial SLaM activities.	<u>Issues raised</u> Combining livestock rearing (goat/sheep/poultry) with biodiversity enrichment for SLaM; Pest control should have been one of the main activities of SLaM; Too early to talk about changes in the quality of land, but noted increased land cover that should have positive impact on land productivity in the future.
12		Bomaa Presbyterian Primary School, Bomaa.	0.5 acre of degraded sloppy land that has been successfully rehabilitated and gully erosion checked	.Pupils were actively involved in the management of the plants used for rehabilitation – they were actively involved in wetting the plants during the dry season.	A good example of what SLaM stood for.	
13	Ernest aboagye		1.5 acres; palm 150/160; citrus 120/150; emre tree 8/15, muringa 8/20, nutmeg 0/12; black pepper 4/15	Highly satisfied	Explained the participatory approach that was used well – a lot of workshops in Ksisoforidua; implementer inspected degraded lands	Undertaking monthly meeting to promote community efforts at contributing towards buying more seeds

					and selected a few after thorough analy	and developing and expanding the plant nursery for seedling production and sale to interested farmers that were trained but not selected as pilot farmers,
14	Richard Apraku		1 acre; palm 75/110; citrus 120/125; emre tree 5/15, muringa 12/20, nutmeg 0 ; black peper 10/15	Highly satisfied	Weeding a problem – dependency syndrone	
15	Mercy Bosompema		2 acres; palm - 120; citrus 50/110; black pepper – 4/15	Highly satisfied – <i>changed our lives for future prosperity</i>	Dependency syndrome – requesting for money for weeding	

NORTHERN SECTOR

S/No	Project Inputs	Farmers' perception	General Observation	Remarks Implication
1	Introduction of 7 different tree species	All the tress like Moringa are plants of importance to them	Enhancement of biodiversity, better protection of land surfaces and creation of improved micro climate	
2	Soil Improvement practices- stone bunding	This is a remarkable achievement as soil fertility is restored	The stone bunding and planting of trees to rehabilitate watershed degraded by gully erosion was successful. Plant growth are seen on and pepper were also cultivate on the rehabilitated areas	There is restoration of soil fertility
3	Reduction of weeds through mixed cropping, composting, application of farm yard manure and fallowing	A significant reduction in obnoxious weeds when SLaM practices were applied	SLaM objective to control weed is registering a positive impact in the area of weed management	Reduction in the presence of weeds

Group Discussions with the farmers, the chief and the women

Site	FARMERS PERCEPTION	GENERAL OBSERVATION		
1 & 2	The project has introduced them a to very simple way of improving their land fertility There is the need to provide more seedlings which are not readily available to them and were introduced by SLaM SLaM has introduced mango and moringa which they were not having in their environment at first	The farmers are enthusiastic about SLaM and wish it to continue		
	They have found an easy way to deal with obnoxious weed now			

CENTRAL SECTOR

Central Sector Project Site

Introduction

The Central Sector Project site consisted of the area called the Sefwi – Wiaso Tano River catchment area. The project focal communities were; Nyamebekyere, Fawohoye, Deche, Bedii, Old Adiembra and Ahokwa.

Evaluation methodology

The following methods were used to assess the performance of the activities and their outcomes and impacts.

- i. Review of project documents (Midterm report, workshop reports, terminal report)
- ii. Project brief by sector coordinator (Prof W. Oduro)
- iii. Assessment of various interventions put in place in communities and farmers farms
- iv. Personal and group interviews (Farmers, MoFA Staff, Opinion leaders, farmer association, teachers)
- v. Field visit to communities, Schools, MoFA district directorate office and farms in project area (Goaso, Nyamebekere, Fawohoye).

Findings

i. Changes in development

Stake holder participatory approach was used to develop a methodological frame work for identifying degraded lands and for selection of good/best management practices. This was in line with project out one. Two district entry sensitization workshops were organized during project inception. Stake holders brought together included; Ministry of Agriculture, Local government, District chief executive, Assembly members, Fire service department, Chiefs, NGOs, Farmers and the Media. The outcome of the workshop was that participants were ready and eager to adopt SLAM techniques to mitigate the effect of land degradation, having been briefed and sensitized on the effects of land degradation. Another out come was that participants were able to propose some degraded communities for the attention of SLAM.

ii. Measurement of Change

Indicators that depended on physical entities such as SLAM farmers, established farms, trees on school compound, structures to check erosion, farm equipment etc were available to determine. However, indicators that rely on biological components such crop yields, improved soil fertility were not available for measurement on the field, probably due to the late commencement of field activities. Established trees had to grown enough and in certain circumstances some needed replanting. The following were evident in the communities:

- a. Rehabilitation of degraded communities (eg Nyamebekyere)
- b. Rehabilitation and protection of water bodies (eg Nyamebekyere)
- c. Tree planting on school compound (Nyamebekyere, Fawohoye)
- d. Introduction of tree crops on farms (teak, moringa, cedrella, citrus oil palm)

iii. Sustainability

To ensure sustainability schools in the communities were sensitized on the objectives of the project and were involved with project activities. All the schools visited had planted trees on their compound and the positive impact of reclaiming the degraded school compounds was evident. Another outcome worth mentioning that will ensure sustainability is capacity building. All the SLaM farmers and some of the MoFA staff had received some basic training in land management or agro forestry. SLaM farmers association were also formed in the communities. There was also strong institutional collaboration between SLaM and MoFA. This will ensure wide adoption and dissemination of technologies into other communities.

iv. Gender

The project took into consideration gender during project development and implementation of activities. It was noted that 60% of the farmers were male and 40% females. Women and children were mostly involved during the establishment of nurseries and carting of seedlings to farms.

v. Challenges

The following were noted:

- a. Farmers over depended on project for support. This could impact negatively on sustainability.
- b. Farmers were becoming impatient of the long term monetary benefits associated with tree crops.
- c. The farmer association was not active.

vi. Conclusion

Based on the observations made during the field visit, it can be concluded that the Central Sector was able to implement all it planned outputs within the project cycle with success whose outcomes will impact positively on the livelihood of the communities involved. The following outcomes are worth while noting:

- a. Stakeholder participatory development of methodologies
- b. Rehabilitation of degraded areas in the communities

- c. Rehabilitation and protection of water bodies
- d. Planting of trees in school compounds
- e. Introduction of tree crops to farms and farmers
- f. Community sensitization
- g. Capacity building
- h. Institutional collaboration

ANNEX 7

LIST OF PERSONS INTERVIEWED

Prof. Edwin A. Gyasi, Department of Geography and Resource Development, University of Ghana, Legon (National Project Co-ordinator).

Professor William Oduro, Faculty of Natural Resources, Kwame Nkrumah University of Science and Technology (KNUST), Kumasi.

Professor Gordana Kranjac-Berisavljevic, Department of Agricultural Mechanization and Irrigation Technology, University for Development Studies (UDS), Tamale.

Mr. R. S. Kuuzegh, Director of Finance and Administration, Ministry of environment, Science and Technology

Mr. Nii Aryee Lartey (Research Assistant)

Dr Stephen Duah Yentumi, Head of Energy and Environment Unit/ Assistant Resident Representative, UNDP-Ghana

ANNEX 8

SHORT BIOGRAPHIES OF THE EVALUATORS

PROF. EMMANUEL OLADIPO

Prof. Oladipo has a doctorate degree in Climatology, with a strong background in Physical Geography and Quantitative Methods in Geography. He also has a cumulative employment experience of over 29 years after his first degree, and rose to the rank of a full Professor in 1992 in the Department of Geography, Ahmadu Bello University, Zaria before joining the United Nations Development Programme (UNDP), Nigeria where he worked for 12 years to support the building of national capacity for sustainable development and development management.

Prior to his joining the UNDP in 1994, he has had an extensive consultancy relationship with the World Meteorological Organization (WMO), as well as having the opportunity of international professional exposure in Canada, Australia, New Zealand and many countries in Africa.

Between 1994 and 2006 he worked with the UNDP first as Sustainable Development Adviser (SDA) and later as Head of the Energy and Environment Unit. Since 2006, he has been working as the Regional Coordinator of a GEF-assisted Integrated Ecosystem Management Project between Nigeria and Niger. He has published extensively in reputable international journals and has recently in 2008 led the team of evaluators for the Mid-Term review of the UNDP/GEF Project on *Incorporating Non-Motorized Transport Facilities in the City of Gaborone, Botswana*.

DR. JOSEPH O. FENING

Dr Joseph Opoku Fening is the Director of Soil Research Institute, which is one of the Institutes of Council for Scientific and Industrial Research of Ghana. He is also a part time lecturer at the Crop and Soil Science Department of the Kwame Nkrumah University of Science and Technology. He holds a PhD degree in Soil Science from the University of Ghana, and other certificates on soil and land management from the United Nations University and FAO/IAEA. Dr Fening has been involved in several international and national programmes on soil fertility restoration and land reclamation including the IFAD and World Bank projects, on sustainable soil fertility management for root and tuber crops and use of legumes for land restoration. Dr Fening has also been a consultant to several project evaluation including the IFAD root and tuber improvement project first phase and initiation of the second phase. Dr Fening has been a team leader for several projects on soil fertility and has over 40 articles in reputable journals on soil fertility management

MR. MOSES Y. DUPHEY

Moses Duphey is an Environmentalist, Soil Scientist and a Chemist with over 15 years experience in environmental protection and management. He is a freelance International Environmental Consultant and has been involved in the conducting of over sixty Environmental and Social Impact Assessments, Strategic environmental assessments, Environmental Audit, Community Development Plans, and Resettlement plans, Transboundary Diagnostic Analysis for the World Bank, International Finance Corporation, The Netherlands Finance Corporation, The Danida Private Sector Development Programme, United Nations, BURGEAP International France, etc in the Ghana, Ivory Coast and Nigeria. Currently he is the International Adviser on Social and Environmental issues with the IFC and FMO financed Obajana Cement Plc, Obajana, Nigeria. He also worked for five years at the Ghana Environmental Protection Agency as a senior programme officer in the Environmental and Social Impacts Assessment and Audit Department and was involved in the reviewing of Environmental and Social Impact Statements submitted to the Agency by proponents with a view to obtaining environmental certificate. He became the head of Environmental Quality Department and was involved in the monitoring of environmental and social responsibly of companies in Ghana. In that capacity he assisted in the formulation, design and implementation of programmes of the EPA. He has gained a considerable experience in the protection and management of the environment. He has Master of Science Degree in Soil Science and Water Management from Wageningen Agricultural University, Wageningen, The Netherlands August 1992; Master of Science Degree in Environmental Science and Technology from UNESCO International Institute for Infrastructure, Environmental and Hydraulic Engineering, Delft, The Netherlands Sept 1994; and Bachelor of Science Degree in Chemistry from University of Science and Technology, Kumasi, Ghana (October 1986). Mr. Duphey has in-depth, practical experience and expertise in addressing a range of environmental, biodiversity and natural resource management issues. Mr. Duphey is an expert in the designing of environmental and social management systems

ANNEX 9: Rating Summary of Project Performance

Evaluation criterion	Elements of the criterion	Comments	Rating
Relevance and country drivenness	Global conventions and GEF objectives	The SLaM project, with its strong focus on capacity development for sustainable land management in Ghana, is highly relevant to the implementation of the United Nations Convention to Combat Desertification (UNCCD) in Ghana and to the GEF Operational Programme (OP) 15 objective.	Highly Satisfactory
	MDGs	The project's goal, objectives and activities are closely related to 7 th MDG (ensuring environmental sustainability). It is also in line with two of the goals of NEPAD, particularly those of promoting accelerated growth and sustainable development, and eradication of widespread poverty.	Highly Satisfactory
	Country drivenness	Many national policies, programmes and projects exist that reinforce the imperative of SLaM for food security and sustainable development and further demonstrated the high relevance of the project to national development objectives.	Highly Satisfactory
	Ownership	There is a high level of national commitment and ownership to the project. However, while specialized groups of partners are aware of the activities of the project, the level of public awareness regarding this project is considered to be inadequate. This is because no significant effort has so far been made by the project to use public media and other dissemination tools for information diffusion.	Satisfactory
	Conceptualization and design	The conceptualization of the project, as elaborated in the project document is appropriate. The project's outputs and activities are properly put into a logical framework that is very easy to follow. In addition, the quarterly reports, annual workplans and the annual project implementation review (PIR) reports were well prepared.	Highly Satisfactory
	Project strategy	The project is based on a good strategic decision of involving all stakeholders to contribute to sustainable land management, especially for resource-poor farmers, while addressing global incremental benefits in conservation, sustainable use and equitable sharing of the benefits of biodiversity, forests and agro-ecosystems.	Highly Satisfactory
	OVERALL	Overall, the project was highly relevant for Ghana with respect to enhancing the	Highly

		enabling environment and capacity for developing and sustaining sustainable land management practices to arrest land degradation and promote healthy ecosystems and sustainable livelihoods in different ecological zones of the country. It is in line with the development objectives of Ghana and those of UNDP and GEF in the country. The project's conceptualization and design are highly relevant and strongly rooted in the participation of different stakeholders. The project supported the development and application of a number of SLAM best practices and its objectives are similar to those of the UNCCD and have a great potential to contributing positively to the country's efforts at achieving MDGs, particularly the goal for environmental sustainability.	Satisfactory
Efficiency	Implementation arrangement	The project's implementation arrangement was good with regular meetings of the Project Management Teams and those of the Steering Committee which consistently reported on the progress, achievements and challenges of the project implementation. The reports of the implementation, including the 2007 and 2008 PIRs were well prepared, with good monitoring of the project and technical backstopping by the Ministry of Food and Agriculture and UNDP have been adequate.	Highly Satisfactory
	Management approach	The project has been well managed and the project management team used an adaptive management approach extensively to secure project outcomes while maintaining adherence to the overall project design.	Highly Satisfactory
	Management arrangement	The overall implementation of the project was good with the Project Management Units having staff of high professional quality and a clear, systematic and transparent way of working with open lines of communication with the overall Project Coordinator.	Highly Satisfactory
	Partnership strategy	The project as designed plans for collaboration between various partners such as CSIR, UNU/INRA, FAO/CIDA, USAID, DFID and ADB, Government institutions, NGOs, etc. This however was not the case in practice, within the project. The most active partners in implementing the project were the universities. But, uptake of project results by other partners, for sustainability, is strongly linked to the involvement of these partners in the project.	Marginally Satisfactory
	Stakeholder participation	It was difficult for the evaluation team to verify the extent of relationship that existed among the many stakeholders that were identified in the Project Document. Apart from the intensive use of the extension officers of the Ministry of Food and Agriculture (MoFA) and the collaboration with Heifer Project International (HPI), an NGO in the northern region, the role played by the other	Unsatisfactory

		various Government Ministries and Agencies identified in the Project Document in the implementation of the project was not very clear.	
	Financial planning	The accounting and financial system used by the project management team is satisfactory. The project was executed using the NEX modality. However we noted no co-financing from other government sources identified in the project. We also noted that about 60% of the UNDP/GEF resources were expended on overhead and miscellaneous costs, leaving just 40% for direct farmer intervention (e.g. demonstration agroforestry farms) and equipment.	Satisfactory
	UNDP contribution	UNDP provided necessary technical backstopping for the management of the project.	Highly Satisfactory
	Monitoring and reporting	The monitoring and reporting system put in place for the management of excellent. The Project performance was monitored and evaluated on a continuous basis by consultants and a cross section of the stakeholders, who visited project sites for first hand, on-the-spot observations and interactions with the farmers.	Highly Satisfactory
	OVERALL	The project efficiency was satisfactory. It was well managed and the resources were utilized efficiently. The delivery of project outcomes was in accordance with the overall project design and logical framework. The GEF financial resources were properly managed by the UNDP-Atlas system, but there was no government co-financing. The project management consisted of well-experienced personnel that were coordinated by a Prof G>E Gyasi with vast experience in land management issues. This contributed greatly to the success of the project.	Highly Satisfactory
Effectiveness	Changes in development/SLaM conditions	Interactions with participating farmers in particular indicated that the implementation of SLaM project activities had resulted in some significant changes with respect to biophysical environment or enhancement of biodiversity.	Satisfactory
	Measurement of change	Some significant changes or potentials for changes in the project areas were noticed during field visits.	Satisfactory
	Contribution to capacity building	Overall, the project has contributed to the capacity development of the target groups, particularly farmers in the rural communities.	Highly Satisfactory
	Risk management	The UNDP-GEF Risk Management System was appropriately applied to the project to identify, analyze and respond to project risks. Its design and management took into account risk exposure and mitigating plans.	Satisfactory
	OVERALL	The achievements of the project are satisfactory. In many instances, the project met its expected targets. The project contributed to the development of a better	Highly Satisfactory

		capacity, particularly among beneficiary farmers, but it was not particularly strong in building capacity for the development and implementation of a coherent SLaM-focused policy. This may hinder the long-term impact and sustainability.	
Impact	Attainment of goals and objectives	The project had a number of significant achievements and has a good potential to impact positively on the overall goal of contributing to sustainable ecosystem-based integrated land resources management in agricultural areas under threat of land degradation, for greater ecosystem stability, enhanced food security and improved rural livelihoods once the gestation periods of the various tree crops are over. There is also a good potential for the project to achieve its objectives. However, extent to which the sensitization and demonstration interventions will translate into a national adoption of SLaM principles would depend on the strengthening of the enabling environment in which the project is rather weak. The potential for achieving the long-term goal of the project may be hampered or delayed by the fairly weak current enabling environment with respect to the SLaM.	Highly Satisfactory
	Achieving global environmental benefits	The project has a good potential to contribute to main expected global benefits of SLaM, as enumerated in the <i>Incremental Cost Analysis (ICA)</i> . Various activities carried out in SLaM implementation should contribute significantly to these global benefits. However, there is limited achievement by the project in the area of policy mainstreaming.	Satisfactory
	Potential impacts on local environment and poverty	The primary impact of the project is viewed by many of beneficiaries as impacting positively the local environment through the implementation of SLaM practices over the medium and long-term. All essential methodologies to promote best SLaM practices are now in place, and a large number of stakeholders have been properly sensitized with about 96 demonstration sites in function. In the long-term, it is expected that the knowledge acquired by the local farmers will have positive impact on the local environment better agricultural practices, as well improve the living conditions of local land users with an overall improvement in the local socio-economic situation.	Highly Satisfactory
	OVERALL	The potential for the project to achieve its long-term goal and objective is satisfactory. It has performed satisfactorily in the areas of (i) attainment of goals and objectives, (ii) contributing to the global environmental goals of SLaM, especially as many of the SLaM methodologies that were introduced to farmers are consistent with the protection and preservation of the environment. and (iii) enhancing farmers' income in the long-run through incomes that would be derived the sales of yields of economic trees that are have been used for land	Highly Satisfactory

		restoration through agro-biodiversity	
Sustainability/replicability	Sustainability strategy and project exit strategy	The Project implementation contained some elements of the project's sustainability, even though there was no clear exit strategy. Moreover, the implementation approach that focused on capacity development for SLaM and the strong ownership of the project achievements by the stakeholders provide a good basis for ensuring that the long-term sustainability of project achievements is in place.	Satisfactory
	Sustainability of results achieved	The capacity development and the participatory approach used to implement the project were translated into a strong ownership of the implementation of the project by the stakeholders.	Satisfactory
	Financial and human resources sustainability	The financial and human resources sustainability of the project do not present any particular issues. The project management arrangement ensured a smooth transition of project achievements and no recurrent cost emerged from the closure of the project.	Highly Satisfactory
	Enabling environment	Apart from the drafting of good/best practices brief for MoFA towards Ghana's Strategic Investment Framework for SLAM., the project was not able to influence in any obvious manner national policy direction for sustainable land management.	Unsatisfactory
	Gender mainstreaming	Women were encouraged to actively participate in all SLaM activities and at least 20% of farmers interviewed by the evaluator during the field mission were women, who, by virtue of their participation in the project, were able to speak about increased generated income for their families.	Satisfactory
	Ecological sustainability	Most of the SLaM activities should contribute to improving the ecological conditions in the areas of intervention. Most of the field interventions with farmers have the potentials to continue to ensure the flow of future environmental benefits. For this to happen, however, there would be the need to mainstream the achievements into national policy and legislation frameworks that	Highly Satisfactory

		should provide the Stakeholders in the country with the necessary instruments to implement identified and proven SLaM best practices and ensure a stronger ecological sustainability.	
	Replicability and scaling-up	The project undertook a series of training and dissemination workshops on SLaM methodologies to raise the capacity of key individuals in sustainable land management practices. It also supported the establishment of about 96 demonstration pilot sites across all the ecological zones of Ghana with projects ranging from sustainable management of pasture to afforestation, restoration of degraded land and sustainable management of land used for livestock breeding to demonstrate sustainable land management practices. Thus, the potential for its scaling-up is excellent. Weak enabling environment for the proper development of policy and legislation frameworks for SLaM may curtail the degree of up-scaling and replicability.	Satisfactory
	OVERALL	The sustainability and replicability potential of the project is satisfactory, but this could be rapidly improved with immediate support to enhance the its enabling environment in terms of policy mainstreaming and government continuous commitment to sustain the tremendous achievements of the project's objectives in terms of relevance, effectiveness and efficiency.	Satisfactory

ANNEX 10 Participation Ministries

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[Ministry of Environment Science and Technology](#)
[Ministry of Food and Agriculture](#),
[Ministry of Local Government and Rural Development](#),
Ministry of Finance
[Ministry of Land and Forestry](#)
[Forestry Commission](#)

| Ministry of Finance and Economic Planning