Reducing Vulnerability from Climate Change in the Foothills, Lowland and the Lower Senqu River Basin (RVCC)

GEF ID: **00084520**
Project ID: **00092485**
PIMS: **4630**
GEF Agency: United Nations Development Programme (UNDP)
Executing Agency: Ministry of Forestry, Range and Soil Conservation (MFRSC)
Focal Area: Biodiversity (GEF-5)

Terminal Evaluation Report

October, 2021

Dr. Arun Rijal (Independent International Consultant)
Dr. Taelo Letsela (Independent National Consultant)

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Project Period 2015-2021

Evaluation Team
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Terminal Evaluation Report
October 22, 2021

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We are able to produce this report with the support of all the staff and people connected with the Project "Reducing Vulnerability from Climate Change in the Foothills, Lowland and the Lower Senqu River Basin (RVCC)". Every one shared their time and ideas to make this evaluation process a success. There are many people to mention by name – and everyone who contributed is included in the list of names annexed to this report. All of these people answered every question we asked and discussed the points raised. The PMU helped in coordination and arranging the meetings and field visits.

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The views expressed in this report are intended to offer an overview of, and some of the lessons learned from this Project as it comes to its conclusion. We have tried to balance our thoughts and to offer fair perspectives of what was observed and learned from people far more knowledgeable about the Project and its context than we will ever be.

And finally, we are very happy to learn with great admiration the dedication and enthusiasm that so many people bring to their work in managing the communal land, rangelands and agricultural land from the watershed areas of high conservation values .We would like to thank them and wish them every success in their continuing endeavours.

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22nd October 2021

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Acronyms and Terms

AWP	Annual Work Plan
BOS	Bureau of Statistics
COVID-19	Coronavirus disease of 2019
CPAP	Country Program Action Plan
CTA	Chief Technical Advisor
DoSWC	Department of Soil and Water Conservation
DWA	Department of Water Affairs
DoF	Department of Forestry
DMA	Disaster Management Authority
DRM	Department of Rangeland Management
DoLS	Department of Lands and Survey
DoY	Department of Youth
DLP	Department of Land use Planning
DPCC	District Project Coordination Committee
DPIC	District Project Implementation Committee
GEF	Global Environment Facility
GIS	Geographic Information System
GoL	Government of Lesotho
Ha	Hectare
IFAD	International Fund for Agriculture Development
INGO	International Non-governmental Organization
LDC	Least Developed Countries
LMS	Lesotho Meteorological Services
LRP	Land Rehabilitation Programme
MAFS	Ministry of Agriculture and Food Security
MDG	Millennium Development Goal
MoE	Ministry of Environment
MoET	Ministry of Education and Training
MoF	Ministry of Finance
MEMWA	Ministry of Energy, Meteorology and Water Affairs
MFRSC	Ministry of Forest, Range and Soil Conservation
MoGYS	Ministry of Gender, Youth and Sport
MLGCA	Ministry of Local Government and Chieftainship Affairs
MoSBDCM	Ministry of Small Business Development, Cooperatives and Marketing
MoSD	Ministry of Social Development
MTEC	Ministry of Tourism, Enviornment and Culture
M&E	Monitoring and Evaluation
MTR	Mid-term Review
NGO	Non-Government Organisation
NIM	National Implementation Model
NPD	National Project Director

NSDP	National Strategic Development Plan
PSC	Project Steering Committee
PFF	Project Field Facilitator
PIF	Project Identification Form
PIR	Project Implementation Review
PM	Project Manager
PMU	Project Management Unit
ProDoc	Project Document
RVCC	Reducing Vulnerability from Climate Change in the Foothills, Lowlands and the Lower Senqu River Basin
SCA	Sustainable Conservation Agriculture
SEU	Socio-Economic Unit
SGP	Small Grant Programme
SLM	Sustainable Land Management
SMART	Specific, Measurable, Achievable, Relevant, Time-bound.
TAC	Technical Advisory Committee
TE	Terminal Evaluation
TEC	Terminal Evaluation Consultant
ToC	Theory of Change
ToR	Terms of Reference
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDPCO	UNDP Country Office
UNDP HQ	UNDP Head Quarters
UNEG	United Nations Evaluation Group
VDMT	Village Disaster Management Team

Currency of Lesotho is the Lesotho Loti. At the time of the final evaluation, 1 Lesotho loti= 0.067USD

1. Executive Summary

1. This Terminal Evaluation (TE) has been conducted as part of the Monitoring and Evaluation plan of the UNDP/GEF Project: "Reducing vulnerability from Climate Change in the Foothills, Lowlands and the Lower Senqu River Basin", and will be referred to as the "Project" in the scope of this report. The International Consultant interviewed stakeholders by virtual means and only the National consultant made field missions. This was caused by travel restrictions due to the COVID-19 pandemic. Extensive consultations with the project partners were conducted prior and following the site visits by the national consultant and virtual interviews to ensure a good understanding of the project's results; leading to the submission of the TE report on the date of this report.

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Project Summary Table

2. As per requirements for TE, the Project Summary Table is provided below:

Project Summary Table				
Project Title:	"Reducing vulnerability from Climate Change in the Foothills, Lowlands and the Lower Senqu River Basin" Project			
Atlas Award ID	**00084520**		**At Endorsement (US$)**	**Spent by September 2021(US$)**
PIMS	4630	GEF Fund	8,398,172	6,966,965
Country	Lesotho	UNDP (TRAC)	600,000	231,634
Region	Southern Africa	Govt. of Lesotho (kind)	27,000,000	56,554,223
Focal Area	Climate Change			
Executing Agency/Implementing entity	Ministry of Forestry , Range and Soil Conservation	**Total Project Cost**	35,998,172	637528A22
Implementing Agency	UNDP			
Other Partners	MAFS, MOLGCA, MEMWA, MOE, MODP, MOF	ProDoc Signature date (Project start date): 08.07.2015		
		(Operational) Closing Date: December 2020	Proposed: December 2020	Actual December 2021

Brief Description of Project

3. Lesotho is a small mountainous landlocked country encircled by South Africa. Lesotho is a temperate region that has four distinct seasons: spring, summer, autumn and winter. It is among countries that are considered to be particularly vulnerable to climate change impacts. The country's 30,355km^2 of land area is characterized by a rugged terrain with elevations ranging from 1,388masl to 3,482masl. Of the total 18.9% agriculture land only 10% of the country's land is considered arable. The geography and location of Lesotho exposes the country to climatological patterns from both the Indian and Atlantic Oceans, resulting in significant variability in temperatures. Topographical variability and the microclimatological influences define the ecological zones of the country: the lowlands (17%), Foothills (15%), Mountains (59%) and Senqu River Valley (9%). These zones are characterised by distinct climate and ecological differences. The majority of socio-economic activity

for Lesotho is restricted to the lowlands, the foothills and the Senqu River valley, leaving the mostly barren and rugged mountain region mainly for grazing.

4. Lesotho is lacking appropriate policies and sector-specific strategies to adapt to the anticipated impacts of climate change. Moreover, the capacity of Lesotho's line ministries and various socio-economic sectors to plan and implement appropriate climate change adaptation intervention is hindered by the limited availability of technical skills, up-to-date climate information, weak financial situation and heavy dependency on donors and best practices examples to inform the design of locally appropriate adaptation measures. The main barrier to achieve the solutions are: i) The limited technical capacity and information base for the analysis of climate risks; ii) limited application of cutting-edge technology in the planning and implementation of climate-smart ecosystem rehabilitation and management measures; iii) limited institutional and community awareness and knowledge regarding climate risks and adaptation measures; and iv) weak governance systems for mainstreaming of climate risk into land use planning and decision-making.

5. The objective of the GEF project "Reducing Vulnerability from climate change in the Foothills, Lowlands and the Lower Senqu River Basin" was to contribute to overcome these barriers through strengthening institutional and technical capacities of government institutions to plan for and implement adaptation using an ecosystem management approach. Specifically, the project was meant to i) develop a geo-based climatic, agro-ecological and hydrological information system to inform the analysis of climate-driven vulnerabilities and the cost-effective planning of climate-smart ecosystem rehabilitation and management measures; ii) strengthen institutional capacity for land use planning and decision-making by integrating climate risks into development plans and policies; and iii) provide access to knowledge and training on adaptation to government staff and community members.

6. The project "Reducing vulnerability from climate change in the Foothills, Lowlands and the Lower Senqu River Basin" (RVCC) is a full-sized project implemented by the Government of Lesotho in partnership with the United Nations Development Programme (UNDP) funded by the Global Environment Facility (GEF). The objective of the project was "to mainstream climate risk considerations into the Land Rehabilitation Programme of Lesotho (LRP) for improved ecosystem resilience and reduced vulnerability of livelihoods to climate shocks." This was delivered through five main outcomes:

   Outcome 1: Increased technical capacity of the Ministry of Forestry, Range and Soil Conservation (MFRSC) and relevant departments to apply up-to-date climate science for the management of evolving risks and uncertainty linked to climate change;

   Outcome 2: Communities empowered with skills, knowledge, partnerships and institutions for managing natural resources to reduce vulnerability to climate change and increase resilience of natural and social capital (over 7,000 households with potential for up scaling to cover over 20,000);

   Outcome 3: Over 50,000 ha of land across the Foothills, Lowlands and the Lower Senqu River valley rehabilitated through operationalization of the climate-smart LRP;

   Outcome 4: National strategies for rangelands and wetlands management strengthened by the integration of climate change/variability and ecosystems management; and

   Outcome 5: National Strategic Development Plan mainstreamed into local development strategies to support the constituency-wide adoption of the climate-smart LRP.

7. The project was implemented in the Mohale's Hoek District, in Southern Lesotho, in the following Community Councils 1) Lithipeng, 2) Khoelenya and 3) Thaba-Mokhele, which constitute a continuous

stretch of the Lowlands, Foothills and Senqu River Valley. This project started in June 2015 and was planned to end in 2021. It received an extension from GEF and is now due to end towards the end of 2021. It is implemented through the National Implementation Modality by the MFRSC.

8. The Project Document was approved by GEF in 2015 and jointly signed by the Government of Lesotho the UNDP on 8 July 2015 for the duration of six years. The Project was executed by the Government of Lesotho's Ministry of Forestry, Range and Soil Conservation through a Project Management Unit (PMU) with support from the UNDP Country Office (UNDP CO) in close coordination with various other institutions and local communities. The UNDP, as the implementing agency, was responsible for the completion of all activities including procurement, recruitment, monitoring, and financial management. The Project has been executed in accordance with the standard rules and procedures of the UNDP NIM Modality. The Project budget was US$ 35,998,172 of which US$ 8,398,172 was the GEF Grant and US$600,000 was provided by the UNDP CO in cash. The remaining financing was expected from the Government of Lesotho to the value of US$ 27,000,000 and as in-kind contributions.

KEY SUCCESSES

9. The project established a Geographic Information System (GIS) and produced land degradation hotspot maps for the land rehabilitation activities. Similarly, an automatic weather station was installed at Shalane in Lithipeng and the second has been procured and is yet to be installed in Khoelenya. Twenty eight GIS technicians were capacitated on the use and application of GIS. The project also established a Socio-Economic Unit (SEU) and capacity of the member of the SEU was enhanced though training on cost-benefit analysis and cost effectiveness analysis. The project the supported development of a typology of Climate-Smart practices to inform the implementation of natural resource conservation and management and policy development. Thirty nine District technical staff members and four PMU staff member were trained on conflict management and 35 technical staff were trained on climate change modelling and risk assessment. Altogether 3,404 individuals participated in awareness raising meetings and and workshops geared towards the promotion of sustainable land management.Of these, 2380 participated directly in the land rehabilitation programme in various communities. Similarly, 357 (218F, 134M) community members were trained on agro-ecological measures for the protection of the landscapes. Nine hundred and eight households adopted climate smart methods in water harvesting. The project also completed the mainstreaming of Climate Change risks in the NSDP II. Likewise guidelines for the integration of climate change in National Sectorial and Local Policies, strategies and Development Plan was developed.The project also introduced permaculture as a food security and adaptation measures by demonstrating in 3sites.

KEY PROBLEM AREAS

10. Majority of the rural population in Lesotho subsists on natural resources-based livelihoods and poverty is prevalent among the farmers. Inappropriate natural resource management practices like overstocking, overgrazing, ploughing off contour on steep slopes and harvesting of field crop stovers and trees for fuel wood have highly degraded ecosystems and reduced agriculture and livestock productivity which has further exacerbated rural poverty. In the past 20years this country has experienced several droughts and rainstorms in winter. This has increased soil erosion which washes the top fertile layer of soil away. Global climate change models predict i) increased temperatures; ii) decreased precipitation in spring and summer seasons; iii) increased precipitation in winter and autumn; and iv) increased severity and frequency of extreme events such as flood, droughts and snowfall. These changes could further affect the rural livelihoods and ecosystems. To address these problems, Lesotho has limited institutional and technical capacity to plan and implement climate-smart interventions at the national and local levels, including mainstreaming climate adaptation into land rehabilitation efforts. Communities have limited knowledge on the

importance of implementing climate-smart natural resources management practices to rehabilitate land and increase their resilience to climate change risks. This project was designed to address these problems.

Rating Table

11. As per UNDP and GEF's requirements for TE, the Terminal Evaluation Rating Table as derived through the TE process for this project is provided below:

1. Monitoring and Evaluation	*Rating*	2. IA& EA Execution	*Rating*
M&E design at entry	**S**	Quality of UNDP supervision/backstopping	**MS**
M&E Plan Implementation	**MS**	Quality of Execution by Executing agency	**MS**
Overall quality of M&E	**MS**	Overall quality of Implementation / Execution	**MS**
3. Assessment of Outcomes	***Rating***	**4. Sustainability**	***Rating***
Relevance	**S**	Financial resources:	**MS**
Effectiveness	**MS**	Socio-political:	**MS**
Efficiency	**MS**	Institutional framework and governance:	**MS**
Likelihood of Impact	**MS**	Environmental:	**MS**
Overall Project Outcome Rating	**MS**	Overall likelihood of sustainability:	**MS**
		Stakeholder participation	**S**

Note: S-Satisfactory, MS-Moderately Satisfactory. Justification of rating is given in Annex IX.

Main conclusions, recommendations and lessons learned

Conclusion

12. The project was able to accomplish some activities and these have contributed towards meeting the targets, although follow up and support from the implementing and executing agencies will be required. To address the land management problems, the project intervened in three areas: review and improvement of policies and guidelines, awareness generation and capacity enhancement of the relevant government officials and communities. The policy development approaches included the revision of the soil and water conservation policy and guidelines to update them and also to include climate change issues. The soil and water conservation policy is in draft form and still needs to be subjected to further processes before approval. The project also facilitated the inclusion of a climate change chapter in the National Strategic Development Plan (NSDP) and also developed the guidelines on mainstreaming climate change into sectorial policies. The project installed two automatic weather station in two councils and will install the thirdin another council before closure. It also established a GIS team and produced GIS maps towards the end of the project for the three councils. Twenty eight GIS technicians have been trained on GIS application. The project also conducted Climate Change baseline assessments for three community councils and also developed an integrated M&E framework to collect and analyse data. A cost-benefit

analysis in cereal crop production, bee keeping and orchard management, rangeland management was conducted. The information collected from these assessments and surveys will establish and strengthen the knowledge base which will support evidence-based planning for climate change adaptation into the future. The project conducted several trainings for community members on climate smart livelihood strategies. A total of 2,380 households adopted climate smart livelihood strategies and this will help to address poverty by improving household incomes and decrease dependency on natural resources or at least make dependency on natural resources sustainable. In all trainings and livelihood improvement programs, female participation was higher than men.

13. The project rehabilitated 20,000ha (target was 50,000ha) of the project site through donga rehabilitation, brush control and building of stone lines and the practicing of rotational grazing, crop rotation and conservation agriculture. The project also constructed and refurbished 55 potable water systems in the project sites to improve human and livestock access to clean water. It also installed shade nets with irrigation equipment (drip kits) in 26 schools and 60 communities to promote the climate resilient production for food security. The project also developed Village Disaster Management Teams (VDMT) and 200 members (76% women) of the team were capacitated on the newly recommended residence building methods that are resistant to various disasters and also on the integration of disaster risk reduction considerations in community development projects. The project introduced permaculture as an option for food security and adaption in three demonstration sites.

14. For knowledge management, the project conducted two exhibitions on 30th May 2018 in Thaba Mokhele and on the 4th July 2019 in Khoelenya respectively to showcase project successes in SLM/SCA. The project documented intervention outcomes and has publish them. The documentation and sharing of the Lesotho drought story was completed and published with a support from the Regional Technical Advisor. Similarly, to reach a large audience, the information generated by the project was uploaded in websites of the implementing Ministry and UNDP and also networking with like-minded institutions within the country was facilitated by the project. The MFRSC identified four staff members who formed a socio-economic unit.

15. The RVCC Project was designed with provision for appropriate management arrangements but due to delay in the recruitment of staff in the beginning of the project, heavy staff turnover, and the COVID-19 pandemic situation, activities were affected and some of the targets were not achieved by the time of the terminal evaluation. Despite the above mentioned obstructions, the project team has managed to deliver some interventions that have reduced the threats to rangeland and watershed areas to a certain level. This has partly been achieved through generation of awareness from local to the national level, mainstreaming climate change in planning, enhancing monitoring and management capacity and encouraging communities to participate in land rehabilitation activities. Though the project has been underpinned by good science and a technical approach of good calibre, there is still room for further technical improvement. It has enhanced capacity to incorporate ground information related to land degradation into the development planning processes of the MFRSC and local government in the pilot areas; and improved environmental awareness and raised concerns about threats to watershed areas at the level of local communities and local government.

16. To make the outcomes and interventions sustainable, the project formed Grazing Associations (GAs) to manage rangelands. They were also trained in rangeland management and other livelihood strategies and climate smart agriculture practices. The project also contributed in linking various institutions from national to grassroots levels, government agencies, local authorities and communities generating benefits for sustainability. The exit strategy was not developed by the time of terminal evaluation.

Recommendations

Rec.No.	TE Recommendation	Entity Responsible	Time frame
1	Exit strategy should be developed to assure sustainability of the project outcomes.	PMU	Within November 2021.
2	There are several activities not completed yet. Several accomplished activities are below the target (e.g. rehabilitation target is 50,000ha but only 20,000ha is rehabilitated). Since this project is ending, it is recommended that implementing and executing agencies should find way to accomplish them from other sourcs.	PMU	Activities in the field should immediately resume so that more area could be achieved by the end of the project.
3	Gender leadership building training should be conducted to develop women leadership in sustainable land management and decision-making.	PMU, UNDP	Immediately i.e. between October-November
4	The soil and water conservation policy document is in draft formans is currently under review by the stakeholders. Remaining processes should be followed up for its approval.	PMU	Immediate follow-up needed
5	Each training should be followed by the post training test to assess change in level of knowledge after training. It is recommended to conduct post training test to the trainees if time allows. Also consider in the future project to conduct post training assessment to measure the diffeernces made by the training.	PMU	Immediate follow up needed.

Lessons Learned

- Lack of awareness and information has been seen one of the challenging factors affecting communities in many cases making them to take decisions that affect their long term sustainable living. This includes overexploitation of communal natural resources, poor land management and unsustainable agricultural practices.

- The introduction of cash payments in addition to livelihood incentives attracted more households into the RVCC project. Given the fact that the government LRP depends solely on cash payments, the lesson from the RVCC is that an integration of cash payment and livelihood incentives achieves both interest to participate and cultivates ownership of the project.

- Establishment and capacitation of Farmer Field Schools as a farming and extension model could play a critical role towards sustainability of interventions.

- Designing a project linking various institutions from national to grassroots levels, government agencies, local authorities and communities generates huge benefits for sustainability, and through the synergies developed provides the intervention with much greater effectiveness than that which can be achieved by stand-alone projects.

More on Recommendations and Lessons Learned are given on pages 49-51.

2. Introduction

2.1 Purpose of the Evaluation

17. As per UNDP's guidance for initiating and implementing terminal project evaluations of UNDP supported projects that have received grant financing from the GEF, this Terminal Evaluation (TE) has the following complementary purposes:
    - To promote accountability and transparency, and to assess and disclose the extent of project accomplishments.
    - To synthesize lessons that can help to improve the selection, design and implementation of future UNDP activities.
    - To analyse the sustainability of the results of the project.
    - To provide feedback on issues that are recurrent across the UNDP portfolio (E & E unit) and need attention and on improvements regarding previously identified issues.
    - To contribute to the overall assessment of results in achieving GEF strategic objectives aimed at global environmental benefits.
    - To gauge the extent of project convergence with other UN and UNDP priorities, including harmonization with other UN Development Assistance Framework (UNDAF) and UNDP Country Programme Action Plan (CPAP) outcomes and outputs.
18. This is designed to enhance compliance with both UNDP and GEF evaluation policies and procedural requirements, which are consistent and mutually reinforcing, and use common standards. It also responds to GEF requirements to ensure that the Terminal Evaluations of GEF-financed projects should include ratings of the project's relevance, effectiveness, efficiency, monitoring and evaluation implementation as well as the sustainability of results (outputs and outcomes).
19. By adopting "UNDP's guidance for Conducting Terminal Evaluations of UNDP-Supported GEF-Financed Projects", this Terminal Evaluation responds to both the UNDP and GEF requirements for Terminal Evaluations.

2.2 Scope & Methodology

20. This Terminal Evaluation (TE), was carried out by the independent consultants and was initiated by UNDP Lesotho as the GEF Implementation Agency for the "Reducing Vulnerability from Climate Change in the Foothills, Lowlands and the Lower Senqu River Basin" project to measure the effectiveness and efficiency of project activities in relation to the stated purpose, and to collate lessons learned.
21. The TE was conducted over a period of 35 days between 23rd August 2021and 30th November 2021 by an international and one national consultant. The scope was determined by the terms of reference (Annex I) which were closely followed. Full details of the objectives of the TE can be found in the ToR, but the evaluation has concentrated on assessing the concept and design of the project; its implementation in terms of quality and timeliness of inputs, financial planning, and monitoring and evaluation; the efficiency and effectiveness of activities carried out and the objectives and outcomes achieved, the likely sustainability of its results, and the involvement of stakeholders. The text has been revised to correct factual inaccuracies in the draft or to include additional information. All comments were addressed to ensure a fair hearing to all parties and responses to comments are listed in Audit Trail (Annex XIV).
22. The evaluation was conducted following a participatory approach to provide it with sufficient evidence upon which to base conclusions:

Wherever possible the TE Consultants have tried to evaluate issues according to the criteria listed in the "Guidance for conducting Terminal Evaluation of *UNDP- supported, GEF-financed Projects"*, namely:
Relevance – the extent to which the activity is suited to local and national development priorities and organisational policies, including changes over time, as well as the extent to which the project is in line with the GEF Operational Programmes or the strategic priorities under which the project was funded.
Effectiveness – the extent to which an objective has been achieved or how likely it is to be achieved.
Efficiency – the extent to which results have been delivered with the least costly resources possible.
Results – the positive and negative, and foreseen and unforeseen, changes to and effects produced by a development intervention. In GEF terms, results include direct project outputs, short-to medium term outcomes, and longer-term impact including global environmental benefits, replication effects and other, local effects.
Sustainability – the likely ability of an intervention to continue to deliver benefits for an extended period of time after completion. Projects need to be environmentally as well as financially and socially sustainable.

23. The original result framework in the Project Document was reviewed during the inception workshop in June 2015 but no change was made. This result framework, comprising five Outcomes and 16 Outputs, has been used throughout as the basis for this evaluation (see Annex VIII), and the TE has evaluated the project's performance against these according to the current evaluation criteria provided to it by the UNDP. This is reproduced in Annex IX for clarity. The project results were measured against achievement of indicators guided by evaluation questions (Annex VI).

24. In addition, other scales have been used to cover sustainability (Annex -IXii), monitoring and evaluation, and to assess impacts. The Review of Outcomes to Impacts (ROtI) method also requires ratings to be made for outcomes achieved by the project and the progress made towards the 'intermediate states' at the time of the evaluation. The rating scale is given in Annex IX- iii while Annex IX-iv shows how the two letter ratings for "achievement of outcomes" and "progress towards intermediate states" translate into ratings for the "overall likelihood of impact achievement" on a six-point scale. A rating is given a '+' notation if there is evidence of impacts accruing within the life of the project which moves the double letter rating up one space in the six-point scale. Comments/suggestions from reviewers are addressed and changes made are mentioned in the Audit Trail in Annex XIV.

25. The results of the evaluation were conveyed to UNDP and other stakeholders (Annex VII). **Lessons learned** have been placed and further explained in pages 50-51.

Data Collection & Analysis

26. The project document was reviewed to generate information on project design. Similarly, the inception workshop report was analysed to see if there were any changes in outcome, output or activity indicators. The project work plans were evaluated to see the achievement or performance against planned activities. The financial documents and spread sheets were analysed to study the expenses against the provisioned budget for each components. Information on the accomplishment of activities and monitoring and feedback mechanisms were analysed from PIRs and the review of Steering Committee decisions. Management and M&E budget provisioned in the project documents were compared with the actual expenses on these headings to assess efficiency and cost effectiveness. The co-financing provisioned in the ProDoc (also in agreement documents) and actual co-financing available was compared to see if the committed amount of in-kind contribution was available to the project or not. The information generated from these various sources were confirmed through the interviews (both face-to-face and virtually) with the stakeholders. Due to the COVID19 pandemic, it was not possible for the international consultant to make field visits to have first-hand information and further

verification at the site level. All field visits were done by the national consultant. Where possible the international consultant joined the interviews virtually.

27. Ethics: The evaluation was conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) "Ethical Guidelines for Evaluations". The assessments were independent, impartial and rigorous, and the evaluators maintained personal and professional integrity.

2.3 Constraints

28. Due to the COVID-19 pandemic, it was not possible for the International Consultant to visit Lesotho to have first-hand information and observe sites. The interviews were conducted through virtual means. Due to weak internet signal in the site areas and the language barrier, the International Consultant was not able to interview the local level stakeholders directly. The International Consultant interviewed only those who could speak in English such as UNDP Deputy Resident Representative (DRR), personnel from UNDP, Project Coordinator, Project Finance Officer Director Forestry, Director of Range Management and his staff, , FAO Assistant Representative, etc.). The interview with community level stakeholders, PS, some members of the PSC and TAC and other officers includingofficers from the district level offices such as the PFFs, DPIC, DPCC were done by the National Consultant.

2.4 Structure of the Evaluation Report

29. The TE report is structured in line with UNDP's guidance and covers the following Sections:

Project description and development context (this includes project design, its rationale and development context, the problems the project sought to address, the objectives, establishment of baseline data, key stakeholders and expected results)

Findings (Results of implementation and comparison with the targets as set)

- Project Design / Formulation
- Project Implementation
- Project Results

Conclusions, Recommendations & Lessons
Annexes.

3. Project Description and Development Context

3.1 Project Start and Duration

30. The project Identification Form (PIF) was approved in May 2013 and the project document was submitted for GEF approval in November 2014 and it was approved in March 2015. The Project Document was signed on 8 June 2015 for the duration of six years. However, in the first year only a few activities were initiated because project implementation was delayed due to delay in recruitment of staff. The project activities were officially launched in June 2015, immediately after the Inception Workshop. The project was planned to end in December 2020. A Mid-term Evaluation was conducted between November 2018 and March 2019. Terminal evaluation was conducted between 23 August 2021 and 30 November 2021. The Project budget was US$ 35,998,172 of which US$ 8,398,172 was the GEF Grant and US$600,000 was provided by the UNDP CO in Cash. The remaining financing is expected from the Government of Lesotho to the value of US$ 27,000,000 as in–kind contributions.

3.2 Development Context

31. The Kingdom of Lesotho is a landlocked country in Southern Africa with 30,355 km^2 land area that ranges from 1,388 to 3,482 meters above sea level. The country's landmass is divided into four land types viz. the Lowlands (17% of the land), the Foothills (15%), the Mountains (59%), and the Senqu River Valley (9%). Its population is nearly 2million and 80% of the population lives in the lowland areas where there is better arable land and socio-economic opportunities compared with the highland areas. About 86% of the population is dependent on agriculture for their livelihoods. Lesotho is recognised by the UN as one of the Least Developed Countries (LDCs), with 57% of the population living below the poverty line. Climate change poses important threats to the country's population and economy as the agricultural sector is set to be highly affected by the projected impacts of climate change.

32. The past and current land management practices of Lesotho have resulted in soil erosion, loss of plant cover and reduction in soil fertility; hence ecosystem degradation has been identified as a major threat to the socio-economic development of this country. The grasslands are affected by excessive grazing by livestock.

33. The government of Lesotho has been implementing catchment-based rehabilitation programmes through a participatory approach to address the dual challenge of ecosystem degradation and rural poverty. The project "Reducing vulnerability from climate change in the Foothills, Lowlands and the Lower Senqu River Basin" (RVCC) is implemented by the Government of Lesotho with the support from the UNDP and funding from the GEF with the objective of mainstreaming climate risk considerations into the LRP of Lesotho for improved ecosystem resilience and reduced vulnerability of livelihoods to climate shocks. This is delivered through five main outcomes:

- Outcome 1: Increased technical capacity of the MFRSC and relevant departments to apply up-to-date climate science for the management of evolving risks and uncertainty linked to climate change;
- Outcome 2: Communities empowered with skills, knowledge, partnerships and institutions for managing natural resources to reduce vulnerability to climate change and increase

resilience of natural and social capital (over 7,000 households with potential for up scaling to cover over 20,000);

- Outcome 3: Over 50,000 ha of land across the Foothills, Lowlands and the Lower Senqu River Basin rehabilitated through operationalization of the climate-smart LRP;
- Outcome 4: National strategies for rangelands and wetlands management strengthened by the integration of climate change/variability and ecosystems management; and
- Outcome 5: National Strategic Development Plan mainstreamed into local development strategies to support the constituency-wide adoption of the climate-smart LRP.

34. The project is implemented in the Mohale's Hoek District, in Southern Lesotho, more specifically in the Community Councils of Lithipeng, Khoelenya and Thaba-Mokhele, which constitute a continuous stretch of the Lowlands, Foothills and Senqu River Valley. It started in June 2015 and was planned to end in June 2021. The project received a six months extension to December 2021.

35. The project is implemented through the National Implementation Modality (NIM) by the MFRSC. The project organisation structure includes a Project Steering Committee (PSC), Technical Advisory Committee (TAC), a District Project Coordinating Committee (DPCC) and District Project Implementation Committee (DPIC), in addition to a PMU. The governance structure includes a number of national and sub-national stakeholders, as mentioned in the project summary table.

3.3 Problems that the Project sought to Address

36. The majority of the rural population in Lesotho are highly dependent on natural resource-based livelihood strategies. Poverty is particularly prevalent among the rural people many of which depend on agriculture for their livelihoods. Their dependence of agriculture and communal natural creates deleterious nexus with environmental degradation (World Bank, 2019). Inappropriate natural resource management practices (overgrazing, overstocking, ploughing off contour on steep slopes and high fuel wood collection), reduces agricultural and livestock productivity, which further increases the vulnerability of rural communities to the impacts of land degradation and the projected impacts of climate change. Lesotho is experiencing unprecedented number and frequency of droughts, as well as an increase in the frequency of rainstorm in winter. This has increased soil erosion washing fertile topsoil and severely hampering agriculture and livestock production. Prior to this project, the country had limited institutional and technical capacity to plan and implement climate-smart interventions at the national and local levels. Similarly, communities also had limited knowledge on the importance of climate-smart natural resource management practices and ways to implement such practices. Three community councils were selected based on their high level of vulnerability to the projected impacts of climate change. The selected community councils were in the Mohales' Hoek District. These were Khoelenya, Lithipeng and Thaba Mokhele community councils. These community councils were also selected because they cover a continuous stretch of the lowlands, foothills and Senqu River Valley. The project intended to contribute to increase the technical capacity of the Ministry of Forestry, Range and Soil Conservation and relevant departments to apply up-to-date climate science for the management of evolving risks and uncertainty owing to climate change. Similarly, by empowering communities with skills,

knowledge, partnerships and institutions, contribute to the sustainable management of natural resources to reduce their vulnerability to climate change and increase the resilience of natural and social capital. The project attempted to utilising climate-smart land rehabilitation programmes to rehabilitate 50,000ha of land across the foothills, lowlands and the lower Senqu River Basin. Furthermore, by integrating climate change/variability and ecosystem management aspects, it aimed to strengthen the national strategies for rangeland and wetlands management. Likewise, the RVCC attempted to mainstream climate change in the National Strategic Development Plan (NSDP) and further into local development strategies.

3.4 Development Objectives of the Project

37. To integrate climate concerns as they affect agricultural sector-based livelihoods into associated national and sectorial planning and budgeting processes.

Baseline Indicators Established

38. To measure the achievement of the project, baseline indicators were established (Annex VII). The outcome and outputs are provided in section section 3.6 below and target indicators of activities are provided in Annex VII.

3.5 Main Stakeholders

39. Stakeholders to be involved in the project implementation were identified at the project formulation phase with clear roles and responsibilities. Stakeholders were identified based on their strength and relevancy to the project. Extensive consultations were conducted with these stakeholders during the project development from the PIF stage which was submitted in 2012 to the development of a fully fledged project after receipt of the PPG. The PIF was approved in 2013 and the Prodoc was submitted in November 2014 and approved in March 2015. After the project approval in 2015, an inception workshop was organized in June 2015. From development to inception a broad cross section of stakeholders was involved including NGOs, INGOs, Community institutions, academic institutions and government departments and other agencies. Their roles and responsibilities were clearly documented in the project implementation plan (see sub-chapter 2.9 Stakeholder involvement plan of ProDoc). The project development exercise was led by the Ministry of Forestry, Range and Soil Conservation.

3.6 Expected Results

40. The project aimed to achieve its objective through five outcomes and 16 outputs.

Output level indicators were also developed for each of the Outputs and are listed as:

Outcome 1: Increased technical capacity of the Ministry of Forestry, Range and Soil Conservation (MFRSC)[1] and relevant departments to apply up-to-date climate science for the management of evolving risks and uncertainty linked to climate change;

[1] Also referred to as Ministry of Forestry and Land Reclamation in the Project Document.

Output 1.1: A geo-based climatic, agro-ecological and hydrological information system to support better planning for climate change adaptation under the LRP.

Output 1.2: A socioeconomics unit in the MFRSC.

Output 1.3: Assessments of climate-driven vulnerabilities in the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils and cost-benefit analysis of specific adaptation interventions.

Output 1.4: Technical guidelines for climate change adaptation and mitigation interventions developed.

Output 1.5: Training of technical staff of engineering, planning and monitoring sections of the Ministry of Forestry, Range and Soil Conservation on climate science conducted.

Output 1.6: A strategy for maintaining technical capacity in the Ministry of Forest, Range and Soil Conservation and relevant departments developed and implemented.

Outcome 2: Communities empowered with skills, knowledge, partnerships and institutions for managing natural resources to reduce vulnerability to climate change and increase resilience of natural and social capital (over 7,000 households with potential for up scaling to cover over 20,000);

Output 2.1: Training of technical staff of the District Technical Teams, Community Council staff and land managers on restoring and managing ecosystems and agro-ecological landscapes using a climate-smart approach.

Output 2.2: Training of engineering, planning and monitoring sections of the MFRSC on climate science.

Output 2.3: Local community members farmers, pastoralists and rural households) from Lithipeng, Khoelenya and Thaba-Mokhele Community Councils trained in construction and maintenance of climate-smart ecosystem rehabilitation and management interventions.

Outcome 3: Over 50,000 ha of land across the Foothills, Lowlands and the Lower Senqu River Basin rehabilitated through operationalization of the climate-smart LRP;

Output 3.1: Climate-smart ecosystem rehabilitation and management interventions in Lithipeng, Khoelenya and Thaba Mokhele Community; Councils, including: i) protection of critical fens and bogs; ii) adoption of conservation agriculture and agro-forestry practices; and iii) strategic interventions in sensitive areas, including construction of check dams and rehabilitation of old galleys and rills.

Output 3.2**:** A long-term strategy for monitoring and evaluating climate-smart ecosystem rehabilitation and management interventions for the MFRSC and relevant departments, including an experimental design to evaluate the impact of interventions using grass cover as a proxy for rangeland productivity

Outcome 4: National strategies for rangelands and wetlands management strengthened by the integration of climate change/variability and ecosystems management.

Output 4.1 Policy guidelines for incorporating climate science in the review/formulation processes of national sectorial strategies by the Departments of Rangelands Management and Water Affairs

Outcome 5: National Strategic Development Plan mainstreamed into local development strategies to support the constituency-wide adoption of the climate-smart LRP.

Output 5.1: Strategy for improved coordination between regional and district development teams to reduce vulnerability to extreme climatic events in the Foothills, Lowlands and Lower Senqu River Basin.

Output 5.2: Policy recommendations for the integration of climate risk considerations into the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils' development plans, as well as the Mohale's Hoek District development plan.

Output 5.3: Training on climate-resilient construction, climate-smart land use and water resource planning, and climate risk management for the relevant officials. Trained staff will include: structural engineers; urban and rural infrastructure planners; local authorities; district planning units; officers of the Ministry of Development Planning (MoDP); and teaching staff from technical colleges and vocational training institutes.

Output 5.4: Best practices and documentation on climate-smart land management in the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils disseminated through existing national and international platforms.

Table 1: Summary of expected environmental benefits arising from the project

Outcome 1: Increased technical capacity of the Ministry of Forestry, Range and Soil Conservation (MFRSC)[2] and relevant departments to apply up-to-date climate science for the management of evolving risks and uncertainty linked to climate change	• Enhance capacity of the Ministry to identify priorities, implement, monitor and evaluate adaptation measure. • Technical guidelines on climate change adaptation interventions identified for the selected community councils. • A geo-based climate, agro-ecological and hydrological information system formulated, tested in pilot area and ready for up scaling to the rest of the district in Lesotho. • Number of climate-driven vulnerability assessments and cost-benefit analysis of specific adaptation interventions undertaken for each of the selected community councils. These activities help to enhance institutional capacity for the conservation of biodiversity of global significances in Lesotho.
Outcome 2: Communities empowered with skills, knowledge, partnerships and institutions for managing natural resources to reduce vulnerability to climate change and increase resilience of natural and social capital (over 7,000 households	• Technical staff trained in climate change adaption, including restoring and managing ecosystems and agro-ecological landscapes. • Communities trained in implementation of climate smart ecosystem rehabilitation and management measures. • An inter-council land rehabilitation committee established and operational.

[2] Also referred to as Ministry of Forestry and Land Reclamation in the Project Document.

with potential for up scaling to cover over 20,000);	• Strategy for maintaining technical capacity of relevant department and agencies finalised. These activities help institutionalisation of climate change adaption.
Outcome 3: Over 50,000 ha of land across the Foothills, Lowlands and the Lower Senqu River Basin rehabilitated through operationalization of the climate-smart LRP;	• Communities adopt climate-smart livelihood strategies. Appropriate climate-smart ecosystem rehabilitation and management interventions identified. • Long-term monitoring field sites established at intervention sites for measuring the effects of climate-smart ecosystem rehabilitation and management interventions of relevant ecosystem services. These activities will help to reduce the threat to biodiversity and other natural resourcds of Lower Senqu River Basin through rehabilitation activities.
Outcome 4: National strategies for rangelands and wetlands management strengthened by the integration of climate change/variability and ecosystems management;	• Policy revisions briefs to the rangeland and wetland management strategies developed to address climate change and ecosystem management. These strategies helps to address threats to wetlands and rangelands and contributes to reduce threat to biodiversity of rangelands and wetlands.
Outcome 5: National Strategic Development Plan mainstreamed into local development strategies to support the constituency-wide adoption of the climate-smart LRP.	• Inter-ministerial and departmental coordination strategy for all level. • Local policies across productive sectors-agriculture, infrastructure and rural development revised to include best practices and budgets for climate-smart interventions. • Policy briefs for design appraisal and approval processes for council, district and communal development plans for Mohale's Hoek District and in each of the community councils. • People trained on climate-resilient construction, land use and water resources planning; climate risk problems and risk reduction and management measure. • Best practices identified and guidelines developed for climate-smart land management in the Khoelenya, Lithipeng and Thaba-Mokhele community councils. The mainstreaming of National Strategic Development Plan into local development strategies supports the constituency-wise adoption of climate-smart LRP which contributes in protection of natural resources.

Baseline indicators were fully established and the latter given in the Project Document ahead of the Project's commencement. Baselilne indicators are available in logfrmae included in Annex VII of this report.

3.7 Theory of Change

41. The project objective is "to mainstream climate risk considerations into the Land Rehabilitation Programme of Lesotho for improved ecosystem resilience and reduced vulnerability of livelihoods to climate shocks." The project is designed to support the integration of climate change adaptation into national and sub-national land use planning and decision-making to reduce the vulnerability of local communities in the Foothills, Lowlands and the Lower Senqu River Basin to climate change through the implementation of climate smart ecosystem rehabilitation and management measures.

42. This project intended to address land degradation and climate change vulnerability by increasing ecosystem resilience to climate change in the Foothills, Lowlands and the Lower Senqu River Valley by delivering five integrated and complementary outcomes. The Theory of Change (ToC) pathway that will bring about this outcome is based on five different medium term outcomes and these are to increase the technical capacity and management of climate risks; increase the technical capacity of technical staff and communities regarding climate change adaptation and appropriate interventions; improve natural resource management through the implementation of climate-smart ecosystem rehabilitation and management measure; review national strategies for rangeland and wetland management strategies and make recommendations to include climate risk considerations and integrate the provisions of the NSDP and climate risk considerations into sub-national development plans.

43. The project planned to work in partnership with existing government institution to implement the project activities. It has identified institutions and assessed capacity and reviewed existing policies to identify gaps. The baseline scenarios were used to develop appropriate project and implementation modality. Outcome 1 expects to achieve its results through 4 outputs, outcome 2 through 5 outputs, outcome 3 through 2 outputs, outcome 4 through 1 outputs and outcome 5 through 5 outputs. The outcome 4 contributes to strengthening national strategies for rangelands and wetlands management by integrating climate change/variability and ecosystem managements and outcome 5 mainstream National Strategic Development Plan into local development strategies to support the constituency-wide adoption of the climate-smart LRP. Outcome 1 supports management of climate smart practices to address evolving risks and uncertainty by increasing technical capacity of the MFRSC and relevant departments to apply up-to-date climate science. Similarly, Outcome 2 contributes to empowering communities with skills, knowledge, partnerships and institutions for managing natural resources to reduce vulnerability to climate change and increased resilience of natural and social capital. After creating cordial environment from all above mentioned arrangements, outcome 3 planned to rehabilitate more than 50,000ha of land across the Foothills, Lowlands and the Lower Senqu River Basin through operationalization of climate-smart LRP. There are two risks of high probability that have been mentioned. These are the high staff turnover and poor institutional memory which may affect project implementation and secondly that communities may not be willing to adopt new climate-smart land use methods. The other risks are of low probability. The project design has provisioned mitigation measures to address these risks and also has provision of reviewing risks annually to update risk status and also identify new risks if any observed.

4. Findings

4.1 Project Design/Formulation

44. The project was designed to address the identified problem by strengthening management effectiveness and climate-smart ecosystem management practices. It also aimed to make resource management inclusive and collaborative which will perform dual benefit of ecosystem management and at the same time also contribute in livelihoods in communities. The project intervention at the district level to enhance the systemic and institutional capacity for planning and management of the climate-smart ecosystem management with improved livelihood situation and reduced threats and strengthened collaborative governance. The project is a pilot attempt which is planned to scale up in other areas of Lesotho.

45. The design of Stratagic Result Framework was very clear with clear outcome milestones, outputs for each outcome and SMART indicators to monitor implementation and achievements. The project was designed to work at both a macro level (national government scale) and a micro level (local government and pilot sites or community level). On the national level, it aimed to develop capacity at the relevant ministries and departments in planning for and managing climate smart land rehabilitation. At the micro level it aimed to work at developing the capacity of communities, local level authorities, generating awareness among communities, facilitating decision making of the local level planners and implementing participatory management practices to restore degraded lands and integrate climate change considerations.

46. The implementing and executing institutions were involved in the project from the project design phase and the design involved a thorough analysis of capacities of various partners and their interests. The project was designed based on threat and management capacity analysis and it also incorporated lessons from past land management practices in Lesotho. The design also utilised past study findings. The roles and responsibilities of the implementing partners and other institutions were clearly defined in the project design. Hence to address the identified problem, the project was designed to apply the following approaches:

(i) Formulate geo-based climatic, agro-ecological and hydrological information system;
(ii) Establish a socio-economic unit within the Ministry of Forestry and the Land Reclamation;
(iii) Undertake a number of climate-driven vulnerability assessments and cost-benefit analysis of specific adaptation interventions undertaken for the of the selected community councils;
(iv) Identify technical guidelines on climate change adaptation interventions;
(v) Train technical staff in climate change adaptation, including restoring and managing ecosystems and agro-ecological landscapes;
(vi) Conduct training for staff from engineering, planning and monitoring sections of MFRSC in climate science;
(vii) Conduct training for communities on implementation of climate-smart ecosystem rehabilitation and management measures;
(viii) Establish inter-council land rehabilitation committee;
(ix) Establish long term monitoring field sites for measuring effects of climate-smart ecosystem rehabilitation and management;
(x) Develop policy revision briefs on rangeland and wetland management strategies;

(xi) Integrate climate change adaptation in the local development strategies;
(xii) Revise local policies of the productive sectors to include best practices.

4.1.1 Analysis of the Strategic Result Framework

47. The Result Framework (RF) was revised twice. A M&E consultant was hired in 2017 to revise the Result Framework but he didn't make any major changes but only shifted outputs 2.2 and 2.5 from outcome 2 to outcome 1. Hence still more could be done in the result frame to make it more comprehensive with clear synergies. The RF was again revised in 2019 and produced revised resultframework in October 2019. The revision edited target indicators for making understandable and also a few indicators were changed. The RF had a single development objective and 5 outcomes and these were not changed. The earlier RF had 19 outputs of which 2.4, 2.5 and 5.2 were deleted as these were repitaton and were already reflected in other outputs. The revised RF had only 16 outputs. The outcome and outputs are aligned with the objective of the project. The Outcome 1 focuses on the knowledge, skills and institutional capacity, Outcome 2 on climate change adaptation mainstreaming into the local and national development planning and finance, Outcome 3 on implementation of adaptation interventions on the ground (land rehabilitation), Outcome 4 on mainstreaming climate change adaptation in national policies and plans and Outcome 5 mainstreaming climate change adaptation in local policies and plans. Though there is linkage of the outcomes, project document is not able to clarify the linkages.

48. The indicators of the result framework are relevant, precise and mostly SMART (Specific; Measurable; Achievable and attributable; Relevant and realistic; Time-bound, timely, tractable and targeted) with the exception that it lack gender disaggregation. All are based on sound scientific monitoring protocols using the most relevant measures for a given criteria.

4.1.2 Assumptions and Risks

49. There were seven risks identified in the project document (Table 1) and no additional risks were identified during the inception workshop. Four of the risks were related to the unwillingness of different institutions/individuals to contribute, one related to political i.e. turnover of staff and one financial and functioning of the geo-based climate, agro-ecological and hydrological information system. All the risks and assumptions outlined in the project document were logical and robust. These helped to identify appropriate activities and required precautionary measures to address them. Arrangements for all risks and assumptions other than related to natural fluctuation were made and with these arrangements, the project was able to implement activities effectively (some not achieved) and work towards the achievement of the targets. The project assumed that trainees will gain knowledge and skills from trainings and improved capacity and the recommendations from sector policies, strategies and plans will be accepted and mainstreamed. It is also assumed that the communities will support project interventions and chief of the target areas support project interventions and facilitate the roll out within their constituencies. Likewise, the project also assumed that a strong demand for project interventions from the community councils will counteract the risk of high staff turnover. It is also assumed that the information established by the project will support climate-smart land use planning and management in the future also and the project will identify cost-effective interventions to mitigate risk of expensive ecosystem rehabilitation and management.

4.1.3 Lessons from other Relevant Projects incorporated into Project Design

50. As per information provided in the ProDoc, the project design used lessons from other relevant projects like the Wool and Mohair Promotion Project (WAMPP) project of IFAD. It maintained partnership with GEF SGP and collaborative synergy with NGOs on the ground. It utilised lessons and best practices (not indicated specifically) from past and current ongoing government projects on land rehabilitation and other development initiatives that are mainly brought by NGOs to ensure cost-effectiveness (many of those initiatives failed to pass the sustainability requirements). The project design analysed threats and capacity of rangeland managements, soil erosion and agricultural practices and utilised such information to formulate appropriate activities to address the threats.

4.1.4 Planned Stakeholder Participation

51. At the project development phase, the project development team undertook extensive consultations with a wide range of stakeholders (see column 191 and Annex 2 of the ProDoc) from national government bodies, non-government institutions, INGOs and local government bodies through a series of opinion polls, presentations, interviews, group discussions, site visits and workshops. These wide-ranging consultations were undertaken to ensure that stakeholders at all levels are aware of the project and its objectives and that they assist in the identification of threats of degradation of rangeland, forest and soil erosion that could contribute to various activities of the project. A thorough assessment of relevance, experience and capacity of implementing partners and other stakeholders was also conducted. This assessment helped to utilise the strength of the implementing partners and to also develop capacity enhancement programs. Project design, criteria for potential sites and site selection was carried out with stakeholder participation.

52. The project planning had provision of implementing project following the UNDP's National Implementation Modality (NIM) by Ministry Forestry, Range and Soil Conservation. The other responsible parties by virtue of their mandates were: local NGOs, various district level government departments, academic institutions and communities.

4.1.5 Linkages between the Project and other Interventions within the Sector

53. This project complemented IFAD's Wool and Mohairr Promotion project in addressing rural poverty. The livelihoods of the smallholder producers of merino sheep and angora goats are threatened due to the degradation of rangelands and climate change impacts. Addressing problems of rangelands and livestock management helps to increase overall productivity and increase financial returns which helps to reduce poverty and also decrease pressure on the natural resources.

54. The project by addressing land degradation, poverty and vulnerability issues of Lesotho to climate change, also directly contributed to the Millennium Development Goal (MDG) 7: "ensure environmental sustainability"-Target 7A: "integrate the principle of sustainable development into country policies and programmes and reverse the loss of environmental resources." Rural populations are highly dependent on natural resources for their livelihoods and improved environmental management will reduce poverty and increase food security and thereby

contribute to MDG1: “eradicating extreme poverty and hunger”. The project is also related to other MDGs that are closely linked to the sustainable management and use of natural resources. This project also collaborated with another FAO project (PIMS 5124 “Strengthening Capacity for Climate Change Adaptation through Support to Integrated Watershed Management Programme in Lesotho) which is implemented in three different districts in the south of Lesotho.

55. Moreover, as per the plan indicated in the project document, the findings (lessons learned) were distributed to many relevant audiences and will also be distributed to other GEF funded projects dealing with climate change, natural resources and livelihood issues.

4.1.6 Gender Responsiveness of the project

56. The project took into account gender equity in the analysis of socio-economic, agriculture, forest and rangeland issues. In its attempt of identifying community livelihood options and develop strategies to improve them, it analysed gender aspect also. Based on research findings on community livelihood systems in rangelands and agriculture in the project sites, it identified bee keeping, orchards, permaculture and climate-smart agriculture as the most important livelihood sources for women. In community engagements it has also made commitments to gender equity and women’s empowerment to support the work and promote coordination among all beneficiaries and partner. A total of 152 women (out of 200) were involved in Village Disaster Management Teams (VDMT) and were capacitated on the newly recommended residence building methods to resist various disasters. The gender dimension was also considered in local level activities to ensure socio-economic benefits to women. Following UNDP and GEF gender policies and strategies, special attention was placed on gender equity and particularly ensuring full participation of women in consultations on integrated natural resource management and land-use planning processes, with a gender disaggregated M&E evaluation mechanism. In the AutoCAD training to improve the capacity of technical staff, two females participated out of eight participants. Nineteen females were capacitated with skills to conduct cost-benefit analysis and cost effective analysis of land rehabilitation and management practices. Of the total 2380 people supported with mobile cash transfer to improve livelihoods of households participating in land rehabilitation, 75% were female. Of the 58 people trained in small stock management, breeding and disease control, 60% were female. This means that generally through the activities of the project there were disproportionately more women than men. The introduction of cash payments improved the situation by attracting men to participate in the activities of the project better than previously.

4.1.7 Social and Environmental Safeguard

57. The project analysed potential social and environmental impacts from the project activities and made provision to avoid any negative impacts to the communities and the local environment. It has given priority to the social norms that were considered while identifying activities and implementation modalities.

4.2 Project Implementation

58. Three community councils in the Mohale’s Hoek District (Khoelenya, Lithipeng and Thaba Mokhele) were selected by the project to implement the development of a geo-based climatic, agro-ecological and hydrological information system to inform the analysis of climate-driven

vulnerabilities and the cost-effective planning of climate-smart ecosystem rehabilitation and management, and strengthening institutional capacity for land use planning and decision making by integrating climate change.

59. UNDP National Implementation Modality (NIM) was applied to ensure broad stakeholder participation and to create both high flexibility and an enabling environment for innovation. The MFRSC had responsibility of coordination for the implementation of activities and was accountable to UNDP and the GEF for project results. The project was implemented under the framework of the UNDP Country Programme Action Plan (CPAP) 2013-2017 and applying the National Implementation Modality (NIM). The Ministry of Forestry, Range and Soil Conservation was lead implementing partner. The Project implementation took into consideration the technical and administrative capacity of the entity to assume responsibility for mobilising and effectively applying the required inputs in order to achieve the expected outputs. The Implementing Partner had responsibility for managing the project – including the monitoring and evaluation of project interventions, achieve project outputs and assure effective use of the project resources. The project was executed by MFRSC on behalf of the government of Lesotho in close coordination with other Department in particular the Department of Livestock Services, Department of Field Services and Department of Agricultural Research, Department of Rural Water Supply (DRWS) particularly the Building and Design Services, Department of Water Affairs (DWA), Lesotho Meteorological Services (LMS), Department of Land use Planning (DLP), Department of Youth (DoU), Bureau of Statistics (BOS) and the Disaster Management Authority (DMA). In the beginning the project had one project manager and three field facilitators (one per community council), a national administration and finance officer and international Chief Technical Advisor (CTA) and a driver. Latter on another project officer was employed plus 2 more drivers. The role and responsibilities between the project manager/coordinator and the project officer were not clear which created confusion in management so it was later decided to remove the position of the project officer yet remaining with 3 drivers. The managers/coordinators were changed three times and CTA three times in the past three years. The first project manager was only in place for 6 months. She resigned in December 2015. The CTA positions were vacant also for significant periods between recruitment intervals.

60. The Project had a Project Steering Committee (PSC) which is the highest decision-making body in the project management and implementation structure. The Principal Secretary of the Ministry of Forestry, Range and Soil Conservation (MFRSC) co-chaired with the Deputy Resident Representative of the UNDP. Other representatives in the PSC came from Ministry of Agriculture and Food Security (MAFS), Ministry of Energy, Meteorology and Water Affairs (MEMWA), Ministry of Local Government and Chieftainship Affairs (MOLGCA) and Ministry of Gender, Youth and Sport (MGYS) and the civil society representations. Also PSC included, Ministry of Tourism, Environment and Culture (MTEC), Bureau of Statistics (BOS), Project Manager, Lesotho National Farmers' Union, Rural Selfhelp Development Association (RSDA) and UNDP. The PSC was responsible for providing the overall direction and review of the project implementation, reviewing and approving the Annual Work Plans (AWP) and reporting on the project implementation. The PSC also had responsibility of assuring the appropriate project function. The Project collaborated with various parties to carry out capacity building activities in management of natural resources in the country.

61. The Principal Secretary (PS) of the Ministry of Forest, Range and Soil Conservation was responsible for the project on behalf of the government. The PS on behalf of the government had responsibility of monitoring the regular activities of the project and provide guidance to the Project Management Unit (PMU). The PS provided the government's oversight and guidance for project implementation, including the coordination of project activities among the main parties to the project: the government implementing partners at the national and local levels, the project manager, consultants and UNDP, including oversight of the PMU. The project had a **Project Manager** (PM) who was later changed to Project Coordinator (PC) to lead management of the project with the support of a team of technical and operational staff. The Project Coordinator was housed within the MFRSC while the project finance and administration officer was housed within the UNDP. The PFFs were situated in the respective councils of Lithipeng, Khoelenya and Thaba Mokhele respectively. The project drivers were situated in the Mohale's Hoek town. The PMU was responsible for carrying out day-to-day project management and strengthening both the executing ministry's and UNDP's capacity in ensuring project deliverables are both timely and achieve quality results. The Project Coordinator accounted to the MFRSC, UNDP and the PSC for the quality, timelines and effectiveness of the activities carried out as well as the use of the funds. The Project Coordinator was reporting to the PSC on a periodic basis.

4.2.1. Adaptive Management

62. In terms of management arrangements and structures, this project was appropriately constituted. It established the PSC which was the structure that had the overall responsibility. The PSC was co-chaired by the PS and the Deputy Representative of the UNDP. It also had representation from key stakeholders including all other departments of MFRSC, NGOs and other government ministries. As indicated, the project also established the TAC which had senior people within the ministry plus other technical people from the civil society representation. At the district level, the project established the DPIC and the DPCC. These were decision making and influencing structures.

63. In order to drive implementation, the RVCC established the PMU. The challenge is that the PMU was fractured. The Project Manager/Coordinator was sitting alone within the MFRSC, the Project Finance Officer was sitting in UNDP, the PFFs were in their respective councils and the drivers and the vehicles were in the Mohale's Hoek town. This created a dysfunctional PMU that lacked cohesion. Oversight and accountability was poor. The Project Coordinator could not deploy his people to achieve the best possible results at any given point in time. He had to rely on good faith that wherever they were, they were always doing the best for the project.

64. The relationship between the TAC and the PMU was poor. In fact, the TAC only seemed to meet to advise the PSC. The TAC had technical people who experience could have assisted the PMU immensely. Also, the TAC was reactive instead of proactive. It did not propose interventions, it reacted to the interventions that were being implemented.

65. On the positive side, the PSC was strong and effective. It met regularly and gave direction to the project. A few times it also undertook filed visits. Its challenge was in turnover. The Principal Secretaries changed several times, and UNDP Deputy Representatives also changed. The project also went through 3 CTAs and there was a gap between each one of them. That affected continuity and focus.

66. The MTR made 13 recommendations (see 4.2.1) which were discussed in the project steering committee and decision was made to accept the recommendations. All recommended actions were initiated including the training of the SEU and the GIS team.

Feedback from M&E Activities used for Adaptive Management

67. The project's adaptive management has been moderate throughout. The monitoring technical aspects of the project was weak and feedback on such areas was weak. The problem that the project faced due to limited transport was neither realised and reported nor addressed for long time. The MTR made 13 recommendations and all were responded positively. The project coordinator had weekly meetings with all heads of departments within the MFRSC as well as the PMU and the CTA. At the district level and community level, the PFFs were in regular communication with all stakeholders in their respective councils.

4.2.2 Actual Stakeholder Participation/ Partnership Arrangements

68. The UNDP CO provided technical and financial support and also fulfilled the role of monitoring. The Ministry of Forestry, Range and Soil Conservation (MFRSC) was the lead executing partner. The project also involved other partners to bring their expertise and cooperation for making programme implementation effective. The following partners were involved in the project:

- Ministry of Agriculture and Food Security (MAFS)
- Ministry of Energy, Meteorology and Water Affairs (MEMWA)
- Ministry of Local Government and Chieftainship Affairs (MLGCA)
- Ministry of Environment (MoE)
- Ministry of Development Planning (MoDP)
- Ministry of Education and Training (MoET)
- Ministry of Gender, Youth and Sport (MoGYS)
- Ministry of Tourism, Arts and Culture (MTAC)
- Bureau of Statistics (BOS)
- Department of Water Affairs (DWA)
- Department of Forestry (DoF)
- Department of Rangeland Management (DRM)
- United Nations Development Programme (UNDP)

69. The project conducted various training and awareness workshops for government officials and also for community members and this helped to increase awareness among them. The project also reached a wider audience through awareness generation through brochure distribution, media coverage, web-pages of UNDP and MFRSC. The TECs found that stakeholder engagement and participatory approaches have been of good order throughout.

The project has worked closely with many stakeholders throughout and the active engagement of stakeholders has been vital to fulfilling its achievements, hence stakeholder participation is evaluated as **Satisfactory**.

4.2.3 Project Finance and Co-finance

70. The total project cost as per project document was US$35,998,172 which includes US$8,998,172 in cash and US$27,000,000 in kind. Of these, the GEF contribution was expected to be US$8,398,172 in cash, UNDP contribution US$600,000 in cash and Government of Lesotho's (GoL) in kind contribution of US$27,000,000. The project had spent almost all of the budget but the achievement is far less than the target. Because of high staff turnover in PMU, the COVID19 situation and the limitation of mobility due to the limitation of vehicles and drivers, high terrain, project implementation was affected so all targets were not achieved. Co-financing was well planned and clearly mentioned in the project document. The committed amount from GEF was US$8,398,172 and actual amount disbursed by end of August 2021 was US$6,966,965 and still there were some commitment to be delivered and also some budget needed for remaining activities. The committed amount from GEF is going to be received. The committed contribution from government of Lesotho was US$27,000,000 while actual contribution figure was US$56,554,223. PSC members supposed to contribute to the project because their involvement is calculated as government's contribution. But, it is learned that the project was paying cost of PSC meeting and also DSA to PSC members and transport cost. There was a difference between committed contribution and actual contribution from the UNDP and the government of Lesotho. UNDP committed US$600,000 from the TRAC fund but by August 2021 only US$231,634 was available. UNDP mentioned that they had to use that money for COVID-19 support programmes so could not provide the remaining amount to this project. The executing and implementing agencies made close monitoring of financial transactions and program implementation and materialised the fund for activities by changing mode of payment and this helped to accomplish some of the activities comparatively faster than during the initial year. The project conducted auditing every year and its presented financial transactions and audit report didn't report any major issues. The financial transactions were monitored by MFRSC as well as UNDP as part of their standard monitoring practices.

71. As per the project document, the project management costs (PMC) (cash) were proposed at US$399,912 which was to be covered from GEF. But actual PMC (cash) was US$597,173 which is 49% more than the budgeted amount. The PMC covered by GEF was US$471,924 (79%) and contributions from UNDP in management costs was only US$125,249(21%). Information on the Government of Lesotho's contribution for management was not available (only total contribution is available).

72. Total spending of the project is US$7,198,599 and the project management costs comprised about 8.3% of the total spend. The project had provision of co-financing by the UNDP and GoL. The provisioned GEF and Co-financing ratio was 23.3%: 77.7%. This is a good result as GEF requirement is at least 1:1 ratio.

73. Spending on outcomes 1, 2, 3, 4 and 5 was (US$917,577; US$784,401; US$4,704,735; US$56, 549 and US$91,133 respectively) which accounted for 13.2%, 11.3%, 67.5%, 0.8% and 1.3% respectively of the total funds spent.

74. GEF funding was distributed among all five outcomes and also for management expenses while UNDP funding was mainly allocated to outcome 3 and small amount for management. UNDP expenses are far less than the committed amount. Detail breakdown of the government in-kind contribution was not available but only a total for each year. UNDP resources were mainly used

for a purchase of a third project vehicle and salary of the driver of PMU for year 2021, purchase of ICT equipment for capacity building of the implementing partner and other line ministries.

Table 2: Total disbursement of funds by Outcome (to August 021) (US$) against full project budget as per Project Document.

	GEF			UNDP			Govt. Of Lesotho (co-financing in kind)			Total		
	Budget	Actual	%	Budget	Actual	%	Budget	Actual	%	Budgeted	Actual	%
Outcome 1	1,000,000	917,577	92%		23,619							
Outcome 2	642,000	784,401	122%		0							
Outcome 3	5,716,358	4,704,735	82%		82,766							
Outcome 4	219,908	56,549	26%		0							
Outcome 5	419,994	91,133	22%		0							
Management	399.912	412,570	103%		125,249							
Total	**8,398,172**	**6,966,965**	**83%**	**600,000**	**231,634**	**39%**	**27,000,000**	**56,554,223**	**2,095%**	**35,998,172**	**63,752,822**	**177.1**

Source: UNDP CO Lesotho

75. Analysis of budgeted and actual expenditure shows a big difference in components 2 and management budget. Similarly, it is also observed that in some outcomes' (outcomes 1, 3, 4 and 5) overall expenditure was less than budgeted amount and of these also expenditure of outcomes 4 &5 was very small (only 26% & 22%) compare to the budgeted amount. In the first year, due to delay in initiating the project activities the expenditure was less than budgeted amount. But in later years expenditures of some outcomes exceeded the budgeted because there was also expenditure of the carryover of unspent money from the previous years. The planned management cost from GEF fund as per project document was US$399,912 while actual management cost from GEF budget was US$412,570. The cost increased compared to provisioned budgeted figure was US$12,658. This is an increase of 3%. It is learned that latter these exceeded amount is transferred to outcome 3 expenses. These change brings management expenses to as per budgeted amount. The overall GEF expenditure is 83%.

76. Tables 3 and 4 show the disbursement of GEF funds and UNDP cash contribution. GoL's in-kind contribution covers cost of the project office rooms, in the centre and also field offices, cost of electricity, telecommunication, government staff salaries, and costs of the time contribution by the PS and his team and chair of the project Steering Committee and community council members, technical support, transport to travel to and around the project sites etc.

77. Personnel from all ministries involved in this project, district government and research institutions, NGOs and UNDP CO, were found satisfied while the community based organisations and community members suggested to make payment based contribution rather than voluntary contribution. Ministry officials, Community Council authorities, UNDP CO and local communities also expressed commitment to continue to support the project activities. The Project has not developed an exit strategy yet. It is learned that they will develop it by November 2021 before the project ends. This will be done by the CTA and the PMU in close consultation and collaboration with the Implementing Partners.

TABLE 3: Total disbursement of GEF funds (US$) by Outcome by year against budget as per Project Document

	2015			2016			2017			2018		
	Budget	**Actual**	**%**	**Budget**	**Actual**	**%**	**Budget**	**Actual**	**%**	**Budget**	**Actual**	**%**
Outcome 1	325,211	29,863	9%	279,197	164,042	59%	74,211	70,453	95%	74,210	113,846	153%
Outcome 2	190,000	69	0%	83,000	3,385	4%	195,000	44,409	23%	48,000	361,779	754%
outcome 3	1,037,000	62,540	6%	960,000	219,634	23%	938,000	466,575	50%	921,358	557,409	60%
Outcome 4	49,772	0	0%	25,000	0	0%	49,773	41,441	83%	20,000	12,425	62%
Outcome 5	83,699	0	0%	56,099	0	0%	83,699	0	0%	56,099	8,640	15%
Management	79,735	42,550	53%	55,235	139,112	252%	55,235	166,989	302%	77,236	226,191	293%
Total	**1,765,417**	**135,022**	**8%**	**1,458,531**	**526,173**	**36%**	**1,395,918**	**789,867**	**57%**	**1,196,903**	**1,280,290**	**107%**

TABLE 3: CONTD..

	2019			2020			2021			Total		
	Budget	**Actual**	**%**	**Budget**	**Actual**	**%**	**Budget**	**Actual**	**%**	**Budget**	**Actual**	**%**
Outcome 1	74,211	54,654	74%	172,960	359,617	208%		125,102		1,000,000	917,577	92%
Outcome 2	78,000	189,298	243%	48,000	38,519	80%		146,942		642,000	784,401	122%
Outcome 3	928,000	785,025	85%	932,000	2,456,565	264%		156,987		5,716,358	4,704,735	82%
Outcome 4	31,773	0	0%	43,590	43	0%		2,640		219,908	56,549	26%
Outcome 5	65,699	6,961	11%	74,699	52,339	70%		23,193		419,994	91,133	22%
Management	55,235	100,203	181%	77,236	-279,535	-362%		17,060		399,912	471,924	118%
Total	**1,232,918**	**1,136,141**		**1,348,485**	**2,627,548**			**471,924**		**8,398,172**	**6,966,965**	**83%**

SOURCE: UNDP CO Lesotho

TABLE 4: TOTAL DISBURSEMENT OF UNDP FUNDS (US$) BY OUTCOME BY YEAR AGAINST BUDGET AS PER PROJECT DOCUMENT

	2015			2016			2017			2018		
	Budget	**Actual**	**%**	**Budget**	**Actual**	**%**	**Budget**	**Actual**	**%**	**Budget**	**Actual**	**%**
Outcome 1		142			578			0			0	
Outcome 2		0			0			0			0	
Outcome 3		0			45,077			13,321			10,879	
Outcome 4		0			0			0			0	
Outcome 5		0			0			0			0	
Management		0			4,746			6,099			351	
Total	100,000	**142**	**0%**	100,000	**50,401**	**50%**	100,000	**19,420**	**19%**	100,000	**11,230**	**11%**

	2019			2020			2021			Total		
	Budget	**Actual**	**%**	**Budget**	**Actual**	**%**	**Budget**	**Actual**	**%**	**Budget**	**Actual**	**%**
Outcome 1		4,899			18,000			0			23,619	
Outcome 2		0			0			0			0	
Outcome 3		6,524			2,985			3,980			82,766	
Outcome 4		0			0			0			0	
Outcome 5		0			0			0			0	
Management		395			0			113,658			125,249	
Total	100,000	**11,818**	**12%**	100,000	**20,985**	**21%**		**117,638**		600,000	**231,634**	**39%**

TABLE 4: Total disbursement of Government of Lesotho co-funding (in Kind)

	2015			2016			2017			2018		
	Budget	**Actual**	**%**	**Budget**	**Actual**	**%**	**Budget**	**Actual**	**%**	**Budget**	**Actual**	**%**
Outcome 1												
Outcome 2												
Outcome 3												
Outcome 4												
Outcome 5												
Management												
Total		**0**	**0%**		**5,224,907**			**11,771,455**			**4,387,593**	

CONTINUE…..

	2019			2020			2021			Total		
	Budget	**Actual**	**%**	**Budget**	**Actual**	**%**	**Budget**	**Actual**	**%**	**Budget**	**Actual**	**%**
Outcome 1												
Outcome 2												
Outcome 3												
Outcome 4												
Outcome 5												
Management												
Total		16,389,865			3,357,204			15,554,223		**27,000,000**	**56,554,223**	**2,095%**

78. Table 3 shows the actual funds spent for each outcome by year for the GEF funds. These show clearly that the management cost exceeded budgeted amount in all years except 2015. PMU mentioned that due to delay in project initiation and also extension of time, the management cost has been more than planned. Management is mainly funded by GEF. The actual expenditure on outcome 2 also exceeded the budgeted amount. Outcome 1, funded by the GEF, peaked disbursement in 2020 and Component 2 in 2018. Outcome 3 funding by the GEF peaked disbursement in 2020. These expenses correspond to work accomplishment in those respective years.

79. At all times, the chair of the Project Steering Committee has been kept abreast on the project's progress though good reporting and this has allowed the necessary budget revisions to be made on a sound basis. Similarly, the link between the Ministry of Forestry, Range and Soil Conservation and the UNDP-CO has been efficient in ensuring that budget replenishments have been timely as far as practicable.

Table5: Co-financing the project.

Co-financing (type/source)	**UNDP own financing (mill. US$)**		**GEF (mill. US$)**		**Govt. of Lesotho (mill. US$)**		**Total (mill. US$)**	
	Budgeted	**Actual**	**Budgeted**	**Actual**	**Budgeted**	**Actual**	**Budged**	**Actual**
Grants	600,000	231,634	8,398,172	6,966,965			8,998,172	7,198,599
Loans/Concessions	-	-	-	-	-	-	-	-
• In-kind support	-	-	-	-	27,000,000	56,554,223	27,000,000	56,554,223
• Other	-	-	-	-	-	-	-	-
Totals							**36,552,395**	**63,752,822**

Source: UNDP CO Lesotho.

4.2.4 Monitoring and Evaluation: Design at Entry and Implementation

M&E Design

80. The project design included a good monitoring and evaluation (M&E) plan which is comprehensive in its depth and scope. The project had a log-frame to monitor achievement and the log-frame had clear objectives, components and appropriate to the issues and also designed considering the timeframe of the project. The output targets were also very realistic (except 50,000ha) compared to the budget and timeframe. A detailed survey was conducted following the standard scientific methods to identify the most vulnerable sites which helped to identify locality of interventions. Roles and responsibilities of the partners were made clear from the project design phase. The indicators of the log-frame were all Specific; Measurable; Attributable and Relevant, Achievable and Realistic and Time-bound. At the stage of the inception, clarifications and updates were made to the M&E plan but no major change was made. MTR made some recommendations to improve indicators like gender disaggregated, reduce target for rehabilitation of 50,000 ha etc. All activities were listed and explained, and a table was included determining responsibilities, budgets and timeframe for each. M&E budgets were set realistically, with a total proposed amount of US$ 93,000 (Ninety Three Thousand) being set aside specifically for M&E activities. The cost of Mid-term review and Terminal Evaluation were within the provisioned budget. Baselines were already set in the Project Document but not gender disaggregated. The inclusions of indicators for each activity were not only appropriate and useful for evaluation but also good for management purposes.

The design of M&E included fully itemised and cost planed in the Project Document covering all the various M&E steps including the allocation of responsibilities; provision for monitoring of technical aspects and feedback mechanisms were also satisfactory. Similarly targets were very realistic for the timeframe, hence monitoring and evaluation design has been evaluated as **Satisfactory**.

M&E Implementation

81. Monitoring and evaluation of project activities has been undertaken in varying detail at three levels:

    i. Progress monitoring
    ii. Internal activity monitoring
    iii. Impact monitoring

82. Progress monitoring has been good and was being done through quarterly and annual reporting by the UNDP-CO. The annual work plans have been developed at the end of each year with inputs from project staff and the UNDP-CO. The annual work plans were then submitted for endorsement by the Project Steering Committee, and subsequently sent to UNDP for formal approval. The implementing team has also been largely in regular communication with the UNDP-CO regarding progress, the work plan, and its implementation. The indicators from the result framework were realistic and effective in measuring progress and performance, with the exception of Outcome 3 where the 50000ha was an unrealistic target. The project management has also ensured that the UNDP-CO received quarterly progress reports providing updates on the status of planned activities, the status of the overall project schedule,

deliverables completed, and an outline of the activities planned for the following quarter. The report format contained quantitative estimates of the project progress based on financial disbursements. The UNDP-CO generated its own quarterly financial reports from Atlas. These expenditure records, together with Atlas disbursement records of any direct payments, served as a basis for expenditure monitoring and budget revisions, the latter taking place bi-annually following the disbursement progress and changes in the operational work plan, and also on an *ad hoc* basis depending upon the rate of delivery.

83. From the quarterly reports, the UNDP-CO has prepared Quarterly Operational Reports which have been forwarded to UNDP/GEF Regional Coordination Unit, and also uploaded all the information in ATLAS. The major findings and observations of all these reports have been given in an annual report covering the period July to June, the Project Implementation Review (PIR), which is also submitted by the Project Team to the UNDP-CO, UNDP Regional Coordination Unit, and UNDP HQ for review and official comments, followed by final submission to the GEF. All key reports were presented to the Project Steering Committee members ahead of their half-yearly meetings and through these means, the key national ministries and national government have been kept abreast of the project's implementation progress.

84. The Project Management Unit (PMU) and the UNDP-CO have maintained a close working relationship, with project staff members meeting, or talking with, CO staff on an almost daily basis to discuss implementation issues and problems.

85. The project's risk assessment has been updated quarterly by the UNDP-CO with the main risks identified along with adequate management responses and person responsible (termed the risk "owner"), who in most cases differs from the person who identified the risk.

86. A Mid-term Review (MTR) was undertaken in March- April 2019.The MTR made several recommendations (status discussed in adaptive management chapter of this report, page 16). The report contains formal ratings for different review elements. The report has also discussed efficiency, effectiveness, and sustainability, cost-effectiveness and replication aspects. A complete reading of the report returns an overview that the Project was considered to be on track in most of the activities but had some minor delays of some activities due to delay in initiation of activities in the beginning.

87. Internal activity monitoring undertaken by UNDP CO, Ministry of Forestry, Range and Soil Conservation and the Project Management appears to have been good comprising a range of mechanisms to keep informed of the situation and to respond quickly and effectively to any areas of concern. These comprised many of the methods used to track progress, and implementation has been guided by the Annual Work Plan and the quarterly plans submitted to release funds. Generally the project has been small enough not to require formalised communication or monitoring procedures; members being in almost daily contact. It took a long time to establish the Socio-economic Unit (SEU) which was meant to carry out the M&E throughout the project. Ultimately this was achieved but only towards the end of the project. The Output 3.2 envisaged a long-term participatory M&E strategy of designing and implementing at all intervention sites, including the treatment and control units for the research programme that was not implemented.

88. Impact monitoring has been well-developed, with formal protocols in place to measure the functioning of improved management, evidence-based planning, and decrease in encroachment and deforestation and change in awareness among community members. Undoubtedly this has arisen from the scientific background of the project design team, enhanced by the same of its technical staff and managers. But there was room for improvement on the technical aspects of some of the activities to make them more effective and sustainable. As is most often the case, adaptive management of the project has been

influenced to a much greater extent by external variables and overcoming the problems (or taking opportunities) that these have presented than by responding to internal monitoring.

M&E implementation has been moderately satisfactory, with progress monitoring and internal activity monitoring. Responses have also been made to the mid-term review and the risk assessments and the TECs considers it to be "moderate practice", hence the implementation of monitoring and evaluation has been evaluated as **Moderately Satisfactory**.

4.2.5 UNDP and Implementing Partners Implementation / Execution, Coordination and Operational Issues

Project Oversight

89. The project was implemented following National Implementation Modality (NIM) to ensure broad stakeholder participation and to create both flexibility and an enabling environment for innovation. During the inception workshop, UNDP's project assurance role and oversight was presented and discussed in detail and endorsed. The project implementation was led by the Ministry of Forestry, Range and Soil Conservation in close coordination with UNDP CO. There was very good communication and coordination between implementing and executing agencies. Regular meetings were conducted to discuss progress and constraints of the project. UNDP had ensured high-quality technical and financial implementation of the project through its local office in Lesotho. UNDP CO was responsible for monitoring and ensuring proper use of GEF funds, timely reporting of implementation progress as well as undertaking of mandatory and non-mandatory evaluations. All services for the procurement of goods and services, and the recruitment of personnel were conducted in accordance with UNDP procedures, rules and regulations. The Project Management Unit (PMU) was formed to coordinate and manage project activities and it facilitated the achievement of targeted results on time, adequate and appropriate management practices, program planning and proper implementation and timely reporting. The project was implemented through a PMU which had one Project Coordinator, Chief Technical Advisor and support staff (admin/finance staff, driver and PFFs). The project utilised MFRSC institutions at the national and district levels to implement the activities and monitoring. A risk management strategy was developed involving all partners and experts through detailed analysis of issues and was effectively implemented. The project hired qualified experts to conduct studies and conduct demonstrations at sites levels. The PMU, other implementing entities including government departments and beneficiary communities were complaining that the UNDP processes were difficult and slow. For example, the notion of writing a concept note before an activity could be implemented that is already coming from the annual plan that was approved by the PSC was considered burdensome by implementers. Their understanding was that upon approval of the annual plan, theirs was to focus on unpacking and implementing the activities. It is not immediately clear to PMU why UNDP required a concept note that usually went back and forth before it was approved as a conditionality of approving implementation of activities. Due to this long and arduous process, the project lost significant time. Implementation arrangements are explained more in 4.1.8.

90. The capacity of the local government and community groups was enhanced for strengthening performance. Since MFRSC, other ministries and local governments institutions' involvement was on behalf of Government of Lesotho, government ownership in the project was assured.

The Project has been planned and managed (except in some cases which were delayed and remained incomplete) providing products of good quality and within budget (except few exceeded), while responding to several internal and external challenges through moderate adaptive management, hence the implementation approach has been evaluated as **Moderately Satisfactory**.

UNDP Supervision and Backstopping

91. UNDP supervision was accomplished through standard procedures and undertaken competently. Terminal Evaluators received moderate complaints from some interviewees about excessive UNDP bureaucracy or delays in procurement, and UNDP's heavy requirements for reporting.

92. Key aspects of supervision were made through UNDP's involvement in communication with the Ministry of Forestry, Range and Soil Conservation and other stakeholders. UNDP CO through its Energy and Environment Unit were heavily involved in regular issues such as the review and approval of work plans and budgets, review of progress and performance against such work plans, and completion of the tracking tools. There was confusion with PMU regarding requirement of a concept note before an activity could be implemented, even the activities from the annual workplan that were already approved by the PSC. Their understanding was that upon approval of the annual plan, theirs was to focus on implementing the activities. Due to this long and arduous process, the project lost significant time. Inadequate information in approved activities and differences of number of participants, transport needs, DSA (than that of the workplan) created difficulties to project management. UNDP support was focused towards achieving targeted results and support was appropriate, adequate and timely. Annual and quarterly planning of activities was done on time with active participation of stakeholders including Chief Technical Advisor (CTA). CTA also provided support in the quality assessment of all products coming from the project team and consultants. Similarly, risk management options were identified in close consultation of partners and experts and the project was able to manage risk efficiently.

UNDP has provided an adequate level of supervision and backstopping to the project, and its performance has benefitted as a direct result, hence UNDP's supervision and backstopping role is evaluated as **Moderately Satisfactory**.

4.2.6 Risk Management

93. The potential risks and opportunities were properly analysed during the project development. The risks were also analysed for their level of threats. The project development made provisions for the mitigation measures for the identified risks. The only new risk identified at the implementation phase was from the COVID-19 pandemic which affected project monitoring and implementation towards the end of the project. The project delayed some of the activities to avoid the risk of the COVID-19 and made arrangements for monitoring by the local implementing team. The risks analysis and review of identified risks was done every year. More on types of risks and mitigation arrangement is already discussed in 4.1.2.

4.2.7 Social and Environmental Standard

94. At the design phase, the project assessed environmental and social issues and threats to the natural resources including rangeland biodiversity and the impact of climate change to agricultural practices and livelihoods in the project area. Based on the information from these assessments, programs were developed to address the threats to biodiversity, agriculture and livelihoods. Similarly, it was identified that one of the main reasons for threat to biodiversity was the poor local economy and to address this project provisioned mainstreaming climate risk into the land rehabilitation programme to support poor families. Moreover, the project also provisioned participation of local communities in project activities to make sure that project results will be sustainable. The activities have paid attention to not harm local social and cultural values. Similarly, conservation efforts will improve the environment of the area and also safeguard land and lives of the area from climate change impacts. The project fully maintained environment and social standards of the GEF.

4.3 Project Results

4.3.1 Progress towards objective and expected outcomes

Attainment of Objectives:

95. The project made effort to address climate change impacts and the barriers for adaptation identified in the problem analysis to a great extent. It contributed to enhance technical and institutional capacity to mainstream climate change adaptation into policies, plans and programmes at the national and local levels, raised awareness and capacity of communities on implementing climate-smart ecosystem rehabilitation and natural resource management measures. The following project outputs were delivered:

- The establishment of GIS system is completed.
- Two automatic weather stations have been installed and the third procured and ready to be installed soon.
- Twenty eight GIS technicians have been capacitated on the use and application of the system.
- Socio-economic unit (SEU) has been established within MFRSC planning unit.
- Three staff members have been trained in M&E basic principles.
- Training was conducted for 29 SEU members (12 male and 17 female) to conduct cost-benefit analysis.
- Climate change baseline assessment was conducted for 3 Community Councils.
- Integrated M&E framework has been developed to collect field based data.
- Technical guidelines were reviewed.
- Climate change adaptation and bee keeping manuals were developed.
- Seven staff members from MFRSC and other line ministries were trained on Auto CAD for design of earth dams and other structures including other project interventions.
- Thirty nine District technical staff and four PMU staff were trained in conflict management.
- Eight MAFS female technical staff were trained on protected agriculture and drip irrigation management and maintenance.
- 33 technical staff from MAFS and MFRSC (20 females and 13 males) capacitated with basics of the Farmer Field School concept.
- 85 (58 F, 27 M) community members participated in awareness raising meetings and promotion and demonstration of Conservation Agriculture.
- 2,380 household adopted climate smart livelihood strategies and were involved in rehabilitation activities.
- 20,000ha of project site has been rehabilitated through donga rehabilitation, brush control and building of stone lines and practising of rotational grazing and practising crop rotation and conservation agriculture. This is 40% of the target. The target was not achieved because in the first place 50, 000ha is an unrealistic target because 1) the project relied on voluntary labour from the participating communities. Because they were volunteering, they only worked 4hrs per day as they still had other household livelihood activites to undertake, 2) the activities were labour intensive utilising hand tools such as pikes and shovels. With these tools covering 50, 000ha was already a difficult task, 3) most of the participants were women and in many cases old women, 4) the terrain that they were working on was rugged and challenging and they had to travel considerable distances to get to the working sites, 5) many were involved in multiple other activities of the project beyond land rehabilitation.
- 55 potable water systems were constructed and refurbished in the project sites to improve access to clean portable water.
- Guidelines for the integration of Climate Change in national, sectorial and local policies, strategies and development plans were developed.

96. A Summary of the Project's achievements is given below, followed by an outline of the attainment of objectives. This is followed by a Review of Outcomes to Impacts in Table 6 and a brief discussion on the verifiable impacts. A summary evaluation of project Outputs is given in Table 7 followed by a more detailed description. A detailed evaluation of the level of achievements made against the indicators of success contained in the result framework is given in Annex VII and VIII.

Summary of Achievements

97. The project results were measured against achievement indicators guided by evaluation questions (tracking tools, Annex VIII). The RVCC project has been well designed, but in management and implementation some challenges were observed. The project team has managed to deliver a series of interventions that could reduce the climate change threats and enhance the capacity of relevant institutions to mainstream climate change in development planning. In the process, the project has demonstrated some innovative approaches, particularly in voluntary land rehabilitation and issuing of incentives such as seeds, fruit trees, shade nets, water harvesting equipment, chickens and trainings to motivate voluntary groups to effectively participate in LRP. One of its biggest strengths has come about through a design-decision to work directly with the community groups through the local government institutions rather than parallel project structures. Since the project was executed by the Ministry of Forestry, Range and Soil Conservation (MFRSC), involving other relevant ministries and community groups, all agencies took full ownership for most of the project's Outputs. As will be seen below, the achievement of the Outputs and activities under each of the five Outcomes has been evaluated as **Moderately Satisfactory**, and the evaluation of achievements against indicators (provided in Annex VIII) show that some of the activities have been accomplished. The project helped to address threats to the rangelands, watershed areas and agricultural areas from climate change and unsustainable exploitation of the resources through awareness-raising, strengthening capacity of relevant community groups and government institutions, improvement of monitoring, economic incentives for local communities to support livelihoods and also to make natural resource management adaptive to climate change impacts. Similarly, some of the activities were not completed and some remained to be initiated. If the project has succeeded in completing all the planned activities, a **Satisfactory** rating would have been applied, but because some were not completed and others not initiated, a rating of **Moderately Satisfactory** has been applied.

Overall, the project has achieved some of its major global and local environmental objectives, and yielded some global environmental benefits, with some shortcomings. The project can be presented as "average practice", and hence its attainment of objectives and results is evaluated as **Moderately Satisfactory**.

Objective Indicators

98. A single Project Objective was articulated in the result framework with a development objective. The project objective was to mainstream climate risk considerations into the Land Rehabilitation Programme of Lesotho for improved ecosystem resilience and reduced vulnerability of livelihoods to climate change.

99. The project aimed to achieve its stated objective through five outcomes. Full details and an evaluation of achievements against targets are provided in Annex VII. The project was able to accomplish some of the targeted activities (leaving few incomplete).

4.3.2 Relevance

100. The fragile mountain ecosystems of Lesotho provide a range of benefits that support community livelihood strategies. These include provisioning and regulating services such as ground water recharge, maintenance of winter baseflows, filtration of sediments and other impurities and the mitigation of small flood events and droughts. These ecosystems are characterised by widespread degradation as a result of unsustainable land management and the exploitation of natural resources. The effect of this ecosystem degradation in Lesotho includes the loss of vegetative cover and extreme soil erosion. Such effects are reducing the capacity of these ecosystems to protect vulnerable communities from the increasing negative impacts of climate change that are threatening their livelihoods. The government of Lesotho

does not have sufficient appropriate policies and sector-specific strategies in place to adapt to the anticipated impacts of climate change.

101. The RVCC project contributed to overcoming the existing barriers through strengthening the institutional and technical capacities of relevant government institutions to plan for and implement adaptation using an ecosystem management approach. The project has contributed to strengthening GoL's institutional capacity for climate change adaptation, particularly at the community and district levels. It also contributed to implementing NAPA priority 2 (Promoting sustainable crop based livelihood systems in the Foothills, Lowlands and Senqu River Valley). The technical and institutional capacity building in ecosystem management and the use of a community-based approach of this project is aligned with the vision 2020.

102. It is aligned with the UNDP Strategic Plan Secondary Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and marginalised. It is in line with the Country Programme Outcome 2: By 2017, Lesotho adopts environmental management practices that promote a low-carbon, climate-resilient economy and society, sustainably manages natural resources and reduces vulnerability to disasters. The project is aligned with the UNDAF It is also aligned with the UNDP Strategic Plan Primary Outcome 5: Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change.

The project intervenes to reduce land degradation and contribute to watershed management in Lesotho and is congruent with the GEF and national priorities, and remains pertinent in light of the current levels of threats; hence it is evaluated as **Relevant**.

4.3.3 Effectiveness and Efficiency

Cost-effectiveness

103. The UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported projects defines the criteria of "efficiency" as:

"*The extent to which results have been delivered with the least costly resources possible; also called cost effectiveness or efficacy*."

104. The project has exceeded the budgeted figures (management cost) but has not completed all of the planned deliverables by the time of terminal evaluation, so the cost-effectiveness is only **Moderately Satisfactory**. Some of the activities of all five outcomes were accomplished with some exceeding the budgeted amount but achievement indicates no lack of quality. Overall management cost was more than initially budgeted and this could also be due to the increased timeframe. Total expenditure of the project at the time of the TE was 83% (of the GEF money & still some payments are due) including the management cost of 103% of the amount allocated for management budget i.e. management cost exceeded by 3%. This figure will increase as still some payments are due from the GEF budget. Management cost was increased; hence project is moderately cost effective.

105. The Project was implemented by the government so it was able to use government office space which helped to reduce the cost of project office space in the MFRSC head office and in the field. The project also used national consultants to provide technical advice, helping to reduce the cost that otherwise could be very high. Involvement of local communities in implementing project activities helped to increase their knowledge and skills. Income from the livelihood support programmes of the project could improve the livelihood of communities. Involvement of local communities in rangeland management and also management of watershed areas helped to generate interest among the communities towards

conservation and this will generate local stewardship for the conservation of watershed areas and downstream areas.But project was not able to achieve the target.

The project was able to achieve some of expected outputs. Though the cost-effectiveness has been a priority of the implementing agency throughout, the cost exceeded then what was provisioned. This, combined with some additional co-financing leveraged by the project's activities (government contribution), means the overall cost-effectiveness of the project has been Moderate, and hence it is evaluated as **Moderately Satisfactory**.

106. The project was partly able to contribute to achieve the expected outcomes and objectives. Not all of the targets set in project document were fully achieved. The evaluation used target indicators of the revised result framework and judged achievement moderately effective and efforts made by the project team moderately efficient. The initial delays in implementation were caused by delay in recruitment and staff turnover, while the COVDI-19 situation affected completion of some activities in the final year and a half of implementation.

107. The project has facilitated changes in management practices and development planning processes and has increased the level of awareness about the long-term positive impacts of sustainable and climate-smart rangeland and natural resources management. Similarly, the project delivery modalities have been efficient (more after inclusion of incentive programs) and the project has been able to contribute to the GEF and UNDP objectives and also to national priorities. Since some of the interventions of the project showed impact (increased awareness regarding conservation of rangelands and climate change etc.) while others are yet to show impact, the effectiveness of the project is rated as **Moderately Satisfactory**.

108. The project followed standard scientific methods and used qualified, experienced and dedicated technical manpower which helped in the implementation of activities and to achieve all of the targets to a lesser and greater degree, with quality outcomes.

109. The project maintained good relations with all stakeholders and worked in close cooperation and this helped to execute activities with their cooperation.

110. Due to initial delays and the impact of Covid-19, the closing date of the project was extended from June 2021 to December 2021. The delays were not avoidable as they were beyond the control of the project. This increase in project time also meant that the management costs increased.

4.3.4 Overall Outcome

111. The project was relevant to the country's needs and in line with the national policy and strategies. It is also relevant to the GEF and UNDP strategies and also contributes to SDG13 (climate action). The project was not completed at the time of evaluation and some of the works were still going on and some even not initiated. Similarly, management cost exceeded budgeted amount and project was not able to receive committed amount from UNDP. Hence, both the project efficiency and effectiveness was rated as Moderately Satisfactory and project's overall outcome is rated as Moderately Satisfactory.

4.3.5 Sustainability

112. The project interventions are at three levels i.e. i) at the national level, ii) at individual household and iii) at community level. The results from individual households are likely to be sustainable yet those from the community level will need further support to maintain the groups or community cohesion so

that they could be sustained. If these groups are not supported further, the tendency is for the groups to disintegrate thereby collapsing the project interventions.

113 Financial: The outlook for the long-term financial sustainability of the project appears uncertain as there was no commitment from any agency to continue the results of the interventions. Government agencies verbally mentioned that they will continue support to the result of the projects but they could not commit any financial support. But since the project is in line with the government's priority, they may allocate budget to replicate the good practices from this project. Financial sustainability is therefore **Moderately Unlikely**.

114 Socio-economic: The social sustainability of the project appears good. The awareness-raising activities have certainly been beneficial and undoubtedly changed people's minds at the community level and at local and national government levels as regards climate change risks and adaptation practices. The empowerment of local communities through awareness raising and supporting household economy with income generating activities has been one of the lynchpins upon which all behavioural change has occurred. This has created a supportive environment and as a result enjoys a very wide support base which could be an attraction for other agencies to replicate the good practices. As a result, the socio-economic sustainability is rated to be **Likely**.

115 Institutional and Governance: The institutional sustainability of the project is weak. Although the project helped communities to form many groups that were addressing a number of interventions, the Ministry of Small Businesses and Cooperatives was not involved. This is the ministry that registers these groups and helps them to formalise legally. The biggest risk is land allocation because land holdings by the community groups are not legally registered. The project worked with councils that have legal authority to allocate land but yet no formal processes have been taken to allocate land to the community groups. If the process to register land is not initiated then the community may lose hold on the land that they are managing. The government authorities are sensitised on climate change and threats to ecological functions of the watershed areas and thereby livelihoods of the rural communities, so they may prioritise future outputs of this project. But still the weak governance structure for project management and emergence of national priorities and crisis, social and political instability, weak institutional capacity at national level threatens the sustainability of the project. Therefore, the institutional sustainability is ranked as **Moderately Unlikely**.

116 Environmental: Environment sustainability is one of the important elements of the project strategy. The project achievements will directly reduce climate change related risks and rehabilitate the watershed areas to maintain ecological functions. The capacity development, policy formulation and evidence-based planning to mainstream climate change could support to make project outcomes sustainable. Moreover, involvement of local communities and community-based organisations contributes to the protection of rangelands. The project outcomes will also contribute to maintain ecological functions of the watershed areas and formation of community groups to manage rangelands also developed a sense of stewardship for maintaining watershed areas. This will also help to reduce land degradation contributions to climate change (loss of carbon sequestration and storage capacity). But the factors like social and political instability, weak institutional capacity at national level, weak governance structure and weak legal status of the land holdings by the community risks the outcomes of the project, hence the environmental sustainability is deemed to be **Moderately Likely**.

rall sustainability of the project results is ranked as **Moderately Likely**.

4.3.6 Country Ownership

117. The project is one of the many interventions that Lesotho is implementing to address growing impacts of climate change. As the impact of climate change gradually increase, Lesotho is experiencing more erratic rainfall which has a big impact on its rural communities. The southern districts of the country are already drier compared to the rest of the country. Household in the rural areas largely depend on crop farming and animal husbandry for subsistence. Poverty is high in the rural communities and opportunities for jobs are limited. This creates communities that are highly vulnerable to ecosystem shocks that are caused by climate change. This project is designed to address these problems of Lesotho. The focus of the project was to change the mindset of the people in the project areas and feed them knowledge on adaptive practices. The project was implemented by the Ministry of Forestry, Range and Soil Conservation (MFRSC). Besides, other government departments, communities, local government, and NGOs were also involved from the project development stage. During the inception mission from 11-20 June 2014, as well as during later consultations, a wide range of stakeholders were involved. Moreover, the project outcomes and outputs identification was also carried out involving relevant government agencies. The result of the project complemented the Government of Lesotho's priorities and development strategy. Being a signatory of the UNFCCC and other global environmental conventions, the Government of Lesotho is committed to adapt to climate change and manage existing climate risks including enhancing preparedness for and response to climate-induced disasters. It also supports implementation of climate change adaptation and mitigations involving local communities and other relevant partners. Therefore, Government of Lesotho has had every chance to take ownership of this project.

118. Finally, the project contributes to UNDAP Lesotho (2013-2017) in its outcome 2:by 2017, national institutions deliver quality services for increase agricultural growth and food security; Outcome 4: by 2017, national and lower level institutions make evidence based policy decisions; and Outcome 6: by 2017, Lesotho adopts environmental management practices that promote a low-carbon climate-resilient economy and society, sustainable manages natural resources and reduces vulnerability to disasters.As these is inline with these various outocmes of UNDAP and government of Lesothos, the government's ownership will be there.

4.3.7 Gender Equity and Women Empowerment/Cross-cutting issues

119. The project assessed gender-related aspects and proposed measures to contribute to gender equality. The project implementation involved both men and women in all activities. The project was consistent with the country's Gender and Development Policy. The project provisioned three measures to ensure contribution to gender equality, namely targeting gender and youth-differentiated vulnerabilities into project interventions, using gender-disaggregated indicator and targets in the result framework, and involving the Ministry of Gender, Youth, Sports and Recreation (MoGYSR) throughout the project implementation as a member of the PSC. But not all indicators mentioned gender (only 5 out of 16 output) and gender disaggregated targets were only few (2 outputs). The project also conducted training on gender equality and female organisations were also consulted during project development. Besides, communities will also benefit from improved ecosystem service associated with reduced level of degradation of local resources. There was no specific program to empower women to build leadership and influence decision making. Since, women are involved in the collection of firewood or wild foods, the alternative economic development and livelihood programs also contribute to reducing their drudgery. The livelihood and economic development programs could have long term impact on women.

4.3.8 GEF Additionalily

120. This project was able to mobilize co-financing amounting to US$ 27,600,000 (though UNDP didn't contribute as per its commitment) for its activities from government and UNDP. In-kind contribution from GoL was more than double than committed. Mobilising this co-financing also mobilized government's mechanism and expertise of UNDP and local NGOs. Due to overgrazing and unsustainable firewood collection biodiversity of the rangelands and woodlots were threatened. The degradation of rangelands resulted in decrease in productivity from livestock.The increased winter rain washed top soil resulting in decreased production from agricultural land. These had increased poverty among the rural farming communities and increased vulnerability. Government of Lesotho was not able to address these problems due to budget constraints and also due to weak technical capacity. The GEF funding helped to enhance capacity for evidence based management planning of MFRSC and relevant department technical staff to manage the evolving risks and uncertainty. The project also increased awareness of local population on climate change impact and appropriate adaptation options. With the GEF funding, degraded areas have been rehabilitated through climate-smart land rehabilitation approaches. The project also helped to incorporate climate change in a number of policy briefs and mainstreamed climate change in national and local development planning. The sharing of lessons from this project will help a wider audience to address similar problems.

4.3.9 Catalytic Role and Replication

121. The success of rangeland, watershed and agriculture management in reducing climate change related threats and making sustainable economic growth for supporting rural livelihoods in the project pilot sites has indicated that the approach can work in Lesotho and could be replicated in other areas within the target district and Lesotho. The integrated approach of capacity enhancement, arrangement of participatory rangeland management, improved monitoring systems for generating scientific evidence for evidence-based planning, community involvement, the protection of watershed areas, establishment of a knowledge base for evidence-based management and rural economic development for reducing their dependency on natural resources, provides a solid model of success that should influence future project design in the country.

122. Lessons learned with up-scaling needs to be replicated in other vulnerable areas of Lesotho. The project contributed to enhance capacity of the national level planners which will help to strengthen management efforts and also make replication easier. Government agencies, local government institutions and community-based organisations expressed interest to replicate lessons from this project in other areas.

123. Besides Lesotho, the learning from this project could be useful for other countries with similar threats. Hence for the benefit of those and for replication in other areas, the project lessons need to be disseminated to a wide audience through various means like report distribution, information sharing through different networks, shared with other GEF and UNDP projects, international networks and other institutions.

124. The project conducted seminars, meetings and workshops with government officials and other stakeholders. Similarly, exposure visits were conducted for community members. The awareness generation among line department, government agencies and other stakeholders will play a catalytic role to replicate lessons in other areas with similar risk of climate change.

4.3.10 Progress towards Impacts

Table 6 provides a review of the likelihood of outcomes being translated into intended impacts.

TABLE 6: Review of outcomes to impacts at project termination

Component	Findings	Review of Outcomes to Impacts
Site Level Outcomes		
Outcome 1: Increased technical capacity of the Ministry of Forestry and Land Reclamation and relevant departments to apply up-to-date climate science for the management of evolving risks and uncertainty linked to climate change.	• All staff of the MFRSC in Mohale's Hoek participated in various trainings that were conducted by the project. They provided expertise in the construction of irrigation systems, bee keeping, establishment of grazing associations and establishment of orchards. Together with the project field facilitators in the field implemented complementary activities such as building stone water tanks.	BC (Likely)
Outcome 2: Communities empowered with skills, knowledge, partnerships and institutions for managing natural resources to reduce vulnerability to climate change and increase resilience of natural and social capital (over 7,000 households with potential for upscaling to cover over 20,000).	• Awareness was found among 70% of interviewed participants in Khoelenya, 66% in Lithipeng and 62% in Thaba Mokhele. • Communities used knowledge in management of rangeland and natural resource.	BC (Likely)
Outcome 3: Over 50,000 ha of land across the Foothills, Lowlands and the Lower Senqu River Basin rehabilitated through operationalization of the climate-smart Land Rehabilitation Programme.	• The project has rehabilitated 20,000ha of degraded land using multiple methods which include brush control, stone lines for soil conservation, rested rangelands, donga rehabilitation and gully head stabilisation in several villages. 19 grazing associations established to manage range lands.	BC (Likely)
Outcome 4: National strategies for rangelands and wetlands management strengthened by the integration of climate change/variability and ecosystems management.	• The soil and water conservation policy was developed but not approved yet.	BC (Likely)
Outcome 5: NSDP mainstreamed into local development strategies to support the constituency-wide adoption of the climate-smart Land Rehabilitation Programme	• The project facilitated the climate change chapter in the NSDP and also developed the guidelines on mainstreaming climate change into sectorial policies in the country.	BC (Likely)

125. TECs found local people very much aware of the climate change impacts and importance of watershed management. Also, the local and central government officials were very much sensitized on the issues of Climate Change, climate-smart agriculture, evidence-based planning and the importance of rangeland management. Due to awareness generated among the community members, 2,380 households adopted climate smart livelihood strategies, 20,000ha degraded land was rehabilitated and there is significant in-roads made into improving household and community level food security, particularly through the introduction of permaculture principles and practice. This project also helped to initiate coordination between different government agencies, NGOs and community organisations which is very important for promoting an integrated approach and helps to bring together expertise from diverse fields.

127. Implementing project activities through communities' participation increases awareness and builds capacity and improves the likelihood of sustainability of initiatives. Documentation and dissemination

of information on the project activities helped to share knowledge for the benefit of large populations from various countries with land degradation and climate change risks. Similarly, improvement in legislation addressing participation of local communities in sustainable land management will help to mainstream climate change adaptation in development practices for mitigation of such risks.

As a result of the review of outcomes to impacts, the overall likelihood of impacts being achieved are all **Moderately Likely**, hence the project is expected to achieve some of its environmental targets, and yield environmental benefits by managing degraded lands and managing watershed areas and its effectiveness is evaluated as **Moderately Satisfactory**.

4.3.11 Ratings

128. As per UNDP guidelines, the TE ratings are consolidated in Table 7 below.

Table 7: Terminal Evaluation's Rating Project Performance

Criterion	Comments	Rating
Monitoring and Evaluation		
Overall quality of M&E	The design of M&E was up to standard with a fully itemised and cost plan included in the project document covering all the various M&E steps including the allocation of responsibilities. But the feedback mechanism could be improved.	Moderately Satisfactory
M&E design at project start up	As above.	Satisfactory
M&E Plan Implementation	M&E implementation was satisfactory in the case of internal monitoring while monitoring of progress and impact was weak. Weak progress monitoring affected adaptive management with impact on decision making. PSC meeting was affected for some time. Similarly, high turnover of staff and COVID-19 pandemic situation also affected M&E function.	Moderately Satisfactory
IA & EA Execution:		
Overall quality of project implementation/execution	The Project implementation was slow at the beginning and was improved later but again due to COVID-19 pandemic it was affected towards the end. Similarly, high turnover of staff and only one vehicle in the beginning affected site visits. Due to these issues and others some of the activities were not competed by the time of TE. Similarly, there was room for more technical feedback for improvement in time and quality of Outputs. This also affected adaptive management practice.	Moderately Satisfactory
Executing agency execution	MFRSC integrated team exhibited drive to meet the targets and was able to some extent but some of the activities were not competed and also approvals of soil and water policy documents were not completed.	Moderately Satisfactory
Implementing agency execution	The Implementing agency linked very well with MFRSC, and was very actively involved in project guidance, especially at the project steering committee level and provided some level of supervision (PSC meeting affected for sometime) and backstopping to the Project. But there were some weaknesses in identifying constraints and providing feedbacks for addressing issues.	Moderately Satisfactory
Outcomes		
Overall quality of project outcomes	Overall quality is of the good order (for those that were complete). Several activities not completed.	Moderately Satisfactory
Relevance	The project interventions to rehabilitate wetland areas and address climate change risks, was congruent with the GEF and national priorities, and remains pertinent in light of the current levels of threats.	Relevant
Effectiveness	A review of outcomes to impacts (ROtI) shows the overall likelihood of impacts being achieved is Moderately Likely.	Moderately Satisfactory

Criterion	Comments	Rating
Cost-effectiveness (Efficiency)	Project management costs were higher than the allocated budget and expected outcomes were not completely achieved by the time of terminal evaluation. Similarly, activities implementation was slow due to COVID-19 and staff turnover. Due to that some activities were not completed.	Moderately Satisfactory
Sustainability:		
Overall likelihood of risks to Sustainability	There are some risks like weak governance structures for project management, social and political instability, weak institutional capacity at national level may risk the outcomes of the project. Made stakeholders aware, strengthened and committed at local level is positive aspects for the sustainability of the project result.	Moderately Likely
Financial resources	Commitment to support results of the project was not available. But since the project was developed to address climate risk of the Lesotho which was government's priority also, they may allocate money to replicate good practices. However, due to the track record of the GoL being donor-dependent and that the officials were unable to work with the project unless their costs were covered by the project, it is **unlikely** that financial resources will be available to sustain the interventions	Moderately Unlikely
Socio-economic	Communities were made aware of climate change risks and also on adaptation practices. But community groups are not registered and the land allocated to them is not legally registered so the risk of losing hold on land remains.	Likely
Institutional framework and governance	Social and political instability, weak intuitional capacity at national level, weak governance structure and weak legal status of the land holding by the community groups could risk the results of the project.	Moderately Unlikely
Environmental	The project itself is designed to address environmental risks but various factors that are mentioned above may affect to environmental sustainability.	Moderately Likely
Impact:		
Environmental status improvement	Improved land management; generation of information on disasters, rangelands management with local participation and development of knowledge base and enhancing of capacity of government and other agencies for evidence-based planning was moderately satisfactory. Similarly, policy recommendation (not approved yet) and development of guidelines and providing technical assistance to mainstreaming climate change in NSDP will support long term management of watershed areas. Efforts made to reduce risk of climate change and rehabilitation of land will improve environment but the environment status improvement is minimal at the moment.	Minimal
Environmental stress reduction	Climate-smart agriculture practices, rehabilitation of rangeland, development of physical structure and biological treatment in landslide and erosion prone areas, formation of community groups for rangeland management and capacity enhancement of local government and community organisations reduces environmental stress. Involvement of community will also crate stewardship for the conservation of the watershed areas. Moreover, awareness generation on local communities and at government level also creates an environment for proper management of land to reduce risks. At the moment reduction of environment stress is minimal but in long run it is expected to reduce stress.	Minimal

Criterion	Comments	Rating
Progress towards stress/status change	Generally good – formation of community groups for management of rangeland, improvement in monitoring system and promotion of evidence-based planning is expected to contribute in reducing threats related to climate change. Community groups already started contributing in rangeland management and • 2,380 households adopted climate-smart livelihood strategy. These indicate initial signs of progress towards stress reduction and improvement in land uses. These activities will take time to show impact and at the moment impact is minimal.	Minimal
Overall Project Results		**Moderately Satisfactory**

Achievement of Project Outputs & Outcomes

129. This section provides an overview of the main achievements of the project. Considering the results achieved under each of the outcomes, and the progress towards the overall objective, the project effectiveness is rated as **Moderately Satisfactory**. The RVCC project generated numerous significant results, fulfilling many of the planned activities. The project objective was stated as *"The use of climate-driven vulnerabilities and cost- effective planning to inform the implementation of the Land Rehabilitation Programme."*

130. Based on the respective indicators and overall level of progress toward the five Outcomes, the Outcome ratings are as follows:

The project supported community-based rangeland management and rehabilitation of degraded land by incorporating activities like policy reform, evidence-based planning, rehabilitation of degraded areas, awareness generation, capacity enhancement of institutions involved in land management and improving monitoring activities. There approaches were applied in three pilot Community Councils and successfully demonstrated a participatory approach of land rehabilitation through cooperation between government staff and local communities. Most the project outputs are ranked individually as **Moderately Satisfactory**; hence overall the achievement of outputs and activities is evaluated as **Moderately Satisfactory**. Some of the project outcomes are achieved while some targets were not met, hence achievement of outcomes of the project is also rated as **Moderately Satisfactory** and overall project is also rated as **Moderately Satisfactory**.

5. Main Findings, Conclusion, Recommendation & Lessons Learned

5.1 Main Findings

Outcome 1: Increased technical capacity of the Ministry of Forestry and Land Reclamation and relevant departments to apply up to date climate science for the management of evolving risks and uncertainty linked to climate change

Output 1.1: A geo-based climatic, agro-ecological and hydrological information system to support better planning for climate change adaptation under the LRP.

- The formulation of the Geographic Information System is complete.
- Land degradation baseline Assessment is complete
- The information system has been used to produce project information maps for the three councils and these maps aided local authorities in identifying and planning the location of the implementation sites during the planning process
- Local Authorities and technical departments use land degradation hotspot maps for land rehabilitation.
- Communities are continuing to use land degradation hotspots to inform and select land rehabilitation in their respective catchments.
- One automatic weather station has been installed in Lithipeng and the second one is bought but yet to be installed at Khoelanya.
- Geographic Information Systems (GIS) specialist has been engaged to support the GIS Team with capacity and mapping of the project interventions.

- 28 GIS technicians have been capacitated on use and application of GIS in order to ensure that the GIS system becomes operational.
- Three desktop computers, three ArcGIS licenses and three plotters that will enable the GIS team to upload, analyze data collected from the field on project interventions and print maps, have been procured and are already being used by the GIS technicians in the MFRSC and other line ministries.
- The project in collaboration with LMS have engaged a telecommunication company to distribute early warning messages through short message service (SMS), which are being shared with the communities, government staff and community leadership through cell phones to inform decision making and preparedness against extreme climate change induced weather events.
- The project has engaged Human Resources (HR) specialist who is carrying out an assessment of the capacity building work done by the project from 2016 to 2020, in order to inform the achievement of the target and make recommendation to the MFRSC for further capacity requirements.
- The consultant has already started consultations with MFRSC technical staff, local leadership and land managers to conduct capacity gap analysis within the ministry and will provide a report at the end.

Output1.2: A socioeconomics unit in the MFRSC.

- Four (4) staff members have been identified from the MFRSC departments and have formed the socio-economic unit.
- 3 staff members have been trained in M&E basic principles, by a M&E Consultant.
- Socio Economic Unit established and composed of the MFRSC planning unit and the DPIC members and have conducted the first cost benefit analysis, though it was not successful hence arrangements were made to re-engage a socio economic consultant.
- SEU capacity building was conducted for 27 (9 males and 17 females) staff members from MRFSC, DMA, MAFS and have so far conducted cost benefit analysis and monitoring of project interventions (bee keeping, cereal crop production, orchards, rangelands, soil and water conservation).
- Socio Economic (SE) and Natural Resources Management (NRM) consultants have been engaged to train and support the SEU to conduct Cost Benefit Analysis (CBA) and Cost Effective Analysis (CEA) of project interventions
- The consultants conducted training for 29 (12 males and 17 females) SEU members to capacitate them to conduct cost benefit analysis (CBA) and cost effectiveness analysis (CEA) of project interventions.
- The capacity of the SEU to collect and analyze data has been enhanced through support with equipment/hardware (4 tablets have been procured for the unit).

Output 1.3: Assessments of climate-driven vulnerabilities in the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils and cost-benefit analysis of specific adaptation interventions.

- Climate Change Baseline Assessment for 3 Community Councils is complete and is being disseminated to project stakeholders and beneficiaries in meetings and workshops orally and by distribution of hard copies and CDs. The baseline is being used to inform kind of interventions to be undertaken and to track key indicators.
- Integrated M&E framework has been developed for collection of field based data.

- The final report of the socio-economic baseline was submitted and approved and is being used in project programming and decision making including prioritization of women and vulnerable groups in project interventions.
- One Cost Benefit Analysis have been undertaken in cereal crop production, bee keeping and orchard management, rangelands management.
- The SUE conducted data collection and analysis on some project interventions (soil and water conservation, bee keeping, orchards and gran production) with support of the consultants. The CBA results will be used to inform the project on choice of interventions by the MFRSC and other partners to inform future planning and implementation of government projects.

Output 1.4: technical guidelines for climate change adaptation interventions identified in

- The Project supported the development of a typology of Climate-Smart practices intended to inform implementation of natural resource conservation and management and policy development.
- A review of the following manuals was made, Nursery establishment, Range Management, Construction of Water Harvesting structures and Construction of Soil Erosion Control Structures was conducted. Following the review 1000 copies of each of the following guidelines or manuals: Conservation Agriculture (Sesotho), Farmers Training Guide (Sesotho), Tank Construction (Sesotho), Soil and Water Conservation Brochure (Sesotho) have been printed and disseminated for use by farmers and technical staff.
- Inter-ministerial Education Team developed a manual to raise awareness on environmental issues and provide up-to-date information on practical impact of land degradation and climate change and to install innovation and life skills on environmental issues amongst youth in-and-out of school.
- Climate change adaptation manual produced and ready for duplication.
- 1000 beekeeping manuals have been duplicated for use in training apiculture farmers.

Output 1.5: Number of staff trained in climate science from engineering, planning and monitoring sections

- Four (4) staff members from planning and monitoring have been trained in M&E.
- Seven staff members from MFRSC and other line ministries were trained on Auto CAD for design of dams and other structures.

Output 1.6: Number of strategies developed for maintaining technical capacity of MFRSC and relevant departments

- No information was available on this. Apparently, the biggest change is that there was high staff turnover within the ministry which compromised the deliverable in this output.

The outputs has achieved some of its major targets (some still not completed or few not initiated), and yielded some global environmental benefits, with some shortcomings. These outputs can be presented as "average practice" and is rated as **Moderately Satisfactory**. The project has accomplished several activities that were required to rehabilitated degraded land sustainable by providing a viable long-term security to land management and local ecology from degradation, over exploitation etc.; hence the outcome achievement is rated as **Moderately Satisfactory**.

Outcome 2: Communities empowered with skills, knowledge, partnerships and institutions for managing natural resources to reduce vulnerability to climate change and increase resilience of natural and social capital (over 7,000 households with potential for up scaling to cover over 20,000);

Output 2.1: Training of technical staff of the District Technical Teams, Community Council staff and land managers on restoring and managing ecosystems and agro-ecological landscapes using a climate-smart approach.

- 39 District technical staff members and 4 PMU staff members were trained on Conflict Management (8) on climate-smart agriculture, land rehabilitation and management practices (31).
- 35 technical staff members trained on Climate Change Modelling and Risk Assessment
- 19 Technical officers were trained on GIS.
- 26 capacitated on Land Degradation Monitoring
- 26 District officers participated in Community Based Participatory Planning training-of-trainers workshop (CBPP).
- 6 District officers were capacitated in fire Management
- 3 District officers capacitated on Beekeeping
- 25 technical officers capacitated on the M&E Framework
- 30 technical district officers capacitated on Socio-economic monitoring Seven (2 males and 5 females) technical staff attended an international no-till conference in Kwazulu-Natal to learn latest approaches and researches on Conservation Agriculture and land management strategies that can be replicated in the project site.
- Eight (8) MAFS technical staff (Females) were trained on protected agriculture and drip irrigation management and maintenance
- Seven technical staff (5 males and 2 females) attended an advanced training on bee products processing to increase capacity of the Forestry Department in bee keeping.
- Nineteen technical staff (8 males and 11 females) attended training on fodder production with emphasis on different fodder and grass seeds that can be grown for livestock, soil erosion prevention and land rehabilitation in the project site.
- Thirty three (33) technical staff from MAFS, MFRSC and Growing Nations (20 females and 13 males) been capacitated with basics of Farmer Field School concept in collaboration with FAO and the RVCC FFS Master Trainer to oversee FFS roll out in the project site.
- 14 members of the MFRSC and DPIC participated in the South African Wetlands conference.
- Permaculture consultant was engaged to develop permaculture demonstration gardens and to build capacity of technical staff and farmers on permaculture principles.
- The Permaculture consultant has finalized development of permaculture training manual and costed permaculture demonstration garden plan has been developed and approved. The consultant has conducted site visits to collect data and has started design of gardens and is already supporting the process to procure inputs for the establishment of three permaculture demonstration gardens.

Output 2.2: Training of engineering, planning and monitoring sections of the MFRSC on climate science.

- 87 (58 F, 27M) community members participated in awareness raising meetings and promotion and demonstration of Conservation Agriculture at Thaba Mokhele and Lithipeng
  Community Training Totals
  - Khoelenya – 127 (83 F and 44 M)
  - Lithipeng – 110 (39 M, 66 F)
  - Thaba Mokhele – 120 (69 females, 51males)
- 117 Local authorities in project areas were capacitated on legal measures for protection of the agro-ecological landscapes and are able to interpret and enforce environmental laws, thus supporting the protection of natural resources

- 58 Community Councillors (34 males and 24 females)
- 59 Chiefs 42 males & 17 females)

- Farmers have been capacitated on Apiculture/beekeeping - Total: 782 (212 males and 570 females). (32.5%)
- 261 District Disaster Management Team and community members (121 females and 140 males) participated in seasonal weather forecast awareness campaigns for the period of October 2018-March 2019 following early warning messages from LMS about predicted drought season.
- 35 males and 5 females participated in bee keeping study tour and advanced training on bee products processing and have started producing products including propolis, wax, and candles as alternative sources of income from the enterprise.
- 35 farmers (15 Females and 20 males attended protected agriculture study tour
- 35 farmers (5F, 30M) and six (6) Inter Council Committee representatives undertook a study tour to learn about high density grazing management, wetland protection, and grazing associations' administrations as part on-going capacity building.
- 52 Teachers and 1170 students (538 males and 632 females) in 27 schools were capacitated on climate smart ecosystem rehabilitation and management as well as other related environmental aspects, in line with the curriculum requirements, to raise climate change awareness and support implementation of climate change adaptation measures on the land.
- 58 Chiefs (47 males and 11 females) were capacitated with legal tools to enhance their capacity to manage natural resources and execute their powers accordingly in land and natural resources disputes and related issues and to strengthen coordination in implementation of developments within their villages.
- 112 females and 91 males were capacitated on fodder production for livestock and re-seeding of degraded rangelands. Approximately 1 ha of degraded rangelands was re-seeded as demonstration to farmers during the trainings
- 2 lead farmers attended an international no-till conference in Kwazulu Natal to learn latest approaches and research on conservation agriculture and land management strategies that can be replicated in the project site.
- 10 Para-veterinarians (males) were capacitated on animal health and production. After the training they have already started treating livestock diseases in their villages.
- Awareness raising of community members was carried out as follows:
- 12 males and 15 females were - orchard management
- 58 males and 59 females - 'principles of conservation agriculture'
- 12 males and 28 females participated - poultry production and marketing
- 33 males and 51 females - effective management of grazing associations.
- 59 females and 37 males participated - community based land degradation monitoring.
- 179 males and 363 females - soil and water conservation training.
- 86 males and 140 females - protected agriculture
- 29 males and 214 females - food handling, hygiene and preservation.
- 35 farmers (30 males and 5 Females) - members of four grazing association and 6 members of Inter Council Committee representatives undertook a study tour to learn about high density grazing management, wetland protection, grazing associations' administrations as part on on-going capacity building.
- 35 farmers (15 Females and 20 males attended protected agriculture study tour
- 32 males and 9 females - bee products processing
- 6 initial Farmer Field Schools established in the project sites

- Demonstration of double digging management practice in the shade nets was conducted in 26 schools for teachers and parents during inspection of school interventions and some parents are assisting with double digging in the shade net structures at schools.
- Review of permaculture training manual has been completed and will be used to influence food production resilience throughout the country way beyond the life of the project and will be fully implemented during permaculture trainings scheduled for 2021.
- Demonstrations of FMNR, water diversion furrows, gabion and other structures, were conducted during routine monitoring and supervision of land rehabilitation interventions; for 554 males and 1668 females.
- The project conducted seasonal weather forecast awareness campaigns to brief communities on anticipated weather in order to help farmers make informed decisions when engaging in agriculture production; 251 females and 151 males.
- Small stock farmers were trained on small stock management, breeding and diseases control; 35 females and 23 males).
- 200 members of the Village Disaster Management Teams (VDMT) were capacitated on the newly recommended residence building methods that are resistant to various disasters and also on integration of disaster risk reduction in community development projects (Male 48, Female 152.

Output 2.3: Local community members farmers, livestock owners and rural households) from Lithipeng, Khoelenya and Thaba-Mokhele Community Councils trained in construction and maintenance of climate-smart ecosystem rehabilitation and management interventions.

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The outputs has achieved some of its major targets (some still not completed), which could yield some global environmental benefits, with some shortcomings. These outputs can be presented as "average practice" and is rated as **Moderately Satisfactory**.

Outcome 3: Over 50,000 ha of land across the Foothills, Lowlands and the Lower Senqu River Basin rehabilitated through operationalization of the climate-smart LRP;

Output 3.1: Climate-smart ecosystem rehabilitation and management interventions in Lithipeng, Khoelenya and Thaba Mokhele Community; Councils, including: i) protection of critical fens and bogs; ii) adoption of conservation agriculture and agro-forestry practices; and iii) strategic interventions in sensitive areas, including construction of check dams and rehabilitation of old gulley and rills.

- 2, 380 households adopted climate smart livelihood strategies. They represent 34 % of the target. For most of them they had multiple interventions and trainings such as bee keeping, permaculture, climate adaptation, soil conservation, etc.
- Also, the following interventions were achieved which had broader community impact: water harvesting tanks:
  Khoelenya – 275
  Lithipeng – 362
  Thaba Mokhele – 271
- Total of 623 households have been capacitated to implement climate smart methods by support with 3 stud rams to 3 grazing associations, provision of additional 120 solar dryers to increase food preservation initiatives following high adoption of preservation practices after the training.
- Nine farmer groups were supported with nursery equipment to improve their fruit and firewood tree nurseries

- 20,000 ha (40%) of the project site has been rehabilitated through donga rehabilitation, brush control and building of stone lines and practicing of rotational grazing and practicing crop rotations and conservation agriculture.
  - Lithipeng: 5167 ha under LRP
  - Khoelenya: 6164 ha under LRP
  - Thaba Mokhele: 6004 ha under voluntary LRP.
- Approximately 120 solar dryers were given to some of the vulnerable households for food preservation using different methods.
- Project has procured and allocated 4 greenhouses and 86 shade nets to support adoption of protected agriculture following training of 226 community members.
- Procurement of grass and fodder seeds for rehabilitation of marginal land and reseeding of grasslands has been completed and will be followed up with capacity building for staff and communities to pursue land rehabilitation in the next cropping season.
- Provision of summer seeds to 1500 households in three community councils.
- Provision of LR equipment such as mattocks, sand bags, and wheel barrows spades to groups in three community councils.
- Provision of 3 ram studs to 3 grazing associations.
- Provision of 7,500 dual purpose chickens and 1000 broilers and 1000 layers to community members.
- Provision of 10,000 fruit trees to 600 households across the project sites.
- Eight community members were capacitated on nursery establishment and management. They were also given working tools.
- A national consultant and an international consultant were procured who engaged in review and certification of Bill of Quantities (BOQs) and technical specifications developed by the National Consultant – civil engineer towards construction of earth dams at the project site. In the end the earth dams were not constructed. Pitting was done in selected areas to test soil suitability in proposed sites which can be used for later interventions.
- 55 potable water systems were constructed and refurbished in the project site to improve access to clean water.
- Guidelines and criteria (based on MFRSC LRP model) for the use of incentives to secure community and household commitments to the rehabilitation and sustainable management of land have been developed.
- Meetings were held with implementing partners, local community leaders and public gatherings held with communities in different community councils to inform the about the cash for assets initiative – and how the cash is going to be disbursed- and energy efficient stoves.
- The project in partnership with World Food Programme (WFP) disbursed cash to communities engaged in land rehabilitation programme with aim to increase land under climate smart practices; The cash is also provided to the participating households as a way of complementing other interventions that are already being implemented by the project. Approximately 2,380 community members are participating in this initiative.
- Training workshop was held for 25 (19 females, 6 males) LRP supervisors who are supervising implementation of LRP activities at community level as per MFRSC LRP guidelines and SLM Toolkit. They are engaged for a period of six months starting November.
- 2300 energy efficient stoves have been procured as part of the incentive package to attract more people to engage in the Land Rehabilitation Programme and to increase the area of land under climate smart practices. The stoves have also been introduced as a mitigation measure towards promoting use of energy efficient technologies. The stoves were handed

over to the communities at a ceremony that was officiated by the Hon. Minister of Forestry, Range and Soil Conservation and UNDP Resident Representative and other senior officers. The stoves are used for lighting and for charging phones but not for cooking.

- As part of strengthening water harvesting capacity and supply as part of incentives for land rehabilitation efforts the following have been achieved:
  - Construction, refurbishment and extension of thirteen (13) portable water systems which provide clean water in fourteen (14) villages.
  - Supply and installation of 518 rainwater harvesting JoJo tanks have been provided and households are already using water for different water requirements. All schools in the area were provided with the water tanks for harvesting rainwater and in some cases some tanks were connected to the village portable water system.
  - Installation of irrigation equipment (drip kits) has been completed for 86 schools and communities based shade nets to promote climate resilient production and enhance food security.
  - A total of 64 fences were erected for schools and lead farmers.
- 2,176 households were supported with maize, beans, sorghum seeds and fertilizer to promote cereal production, and enhance household food security, for 2020/2021 summer cropping season.
- The project has also procured inputs (seeds, seedlings, vaccines and shade net structures) as ongoing support to farmer field schools in order to enhance adoption of Farmer Field School (FFS) extension model in the country for increased food production.
- The land rehabilitation program (LRP) groups have been provided with grass and fodder seeds to reseed rangelands and marginal fields as part of reclaiming degraded areas.
- The groups have also been provided with tools (hammers, wheel barrows, crow bars, chisels, spades, mattocks) to speed up land rehabilitation activities.
- Communities working under LRP have been provided with Personal Protective Equipment (PPE) (sanitizers, soap, face masks, thermometers, etc.) to protect them from health hazards that may be brought by the Covid-19 pandemic.
- The land under different forms of land rehabilitation and improved household cultivation methods stands at 20,000ha. This is 40% of the original target of 50,000ha.

Output 3.2: A long-term strategy for monitoring and evaluating climate-smart ecosystem rehabilitation and management interventions for the MFRSC and relevant departments, including an experimental design to evaluate the impact of interventions using grass cover as a proxy for rangeland productivity

- Two (2) automatic weather stations and rain gauges were procured. One was installed and is functional at Shalane in Lithipeng. Second weather station in Khoelenya is yet to be installed at Ha Mootsinyane. Its installation was affected by lockdowns.
- Routine collection of monitoring data is being collected by designated community members in 3 sites for further analysis by technical departments. Data collected include donga activity, range condition and rainfall.
- 3 monitoring sits have been established for monitoring rainfall, runoff, soil gain, vegetative cover and donga activity.
- The M&E strategy developed by the Institute of Natural Resources PIRs, Annual and Quarterly reports and interviews PIRs, Annual and Quarterly reports and interviews of South Africa in 2018 has been revisited in order to ensure that it gets adopted by the MFRSC for implementation now and into the future.
- A matrix for the collection of data related to project interventions was developed to support the M&E process.

The outputs has achieved some of its major targets (40% of target land rehabilitated and 34% of targeted household), and which could yield global environmental benefits. These outputs can be presented as "average practice" and is rated as **Moderately Satisfactory**.

Outcome 4: National strategies for rangelands and wetlands management strengthened by the integration of climate change/variability and ecosystems management;

Output 4.1: Policy guidelines for incorporating climate science in the review/formulation processes of national sectorial strategies by the Departments of Rangelands Management and Water Affairs

- Consultancy for mainstreaming Climate change risk considerations in the NSDP II was completed.
- The climate change and policy consultant submitted final report of climate change and policy guidelines for utilization by the relevant sectors

The outputs has achieved some of its major targets (not completed) These outputs can be presented as "average practice" and is rated as **Moderately Satisfactory**.

Outcome 5: National Strategic Development Plan mainstreamed into local development strategies to support the constituency-wide adoption of the climate-smart LRP.

Output 5.1: Strategy for improved coordination between regional and district development teams to reduce vulnerability to extreme climatic events in the Foothills, Lowlands and Lower Senqu River Basin.

- Guidelines for the Integration of Climate Change in National Sectorial and Local Policies, strategies and Development Plan was developed in 2018

Output 5.2: Revised local policies across productive sectors – particularly agriculture, infrastructure development, and rural development – include identified best practices for climate-smart interventions.

- The project engaged a consultant who has contributed in the development of guidelines on mainstreaming climate change into NSDP II.

Output 5.3: Policy recommendations for the integration of climate risk considerations into the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils' development plans, as well as the Mohale's Hoek District development plan.

- There is no information available on this except that what was done at the national level.

Output 5.4: Training on climate-resilient construction, climate-smart land use and water resource planning, and climate risk management for the relevant officials. Trained staff will include: structural engineers; urban and rural infrastructure planners; local authorities; district planning units; officers of the Ministry of Development Planning (MoDP); and teaching staff from technical colleges and vocational training institutes.

- An exhibition was held in Thaba Mokhele to showcase project successes in SLM/CSA.
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Output5.5: Best practices and documentation on climate-smart land management in the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils disseminated through existing national and international platforms.

- Documentation of project interventions with the MFRSC-In formation department for publication.
- The project has engaged a Communications Specialist to support the project with the documentation and publication of project information to relevant stakeholders.

- The information officers from MFRSC, MAFS and Local Government have been trained by the consultant on documentation and publication of best practices.
- The Information Offices of the MFRSC and MAFS have been supported with the modern equipment including cameras, laptops and complementary accessories to enhance the capacity of the ministries in information dissemination and documentation.
- Documentation and sharing of Lesotho drought Story was completed and published with support from Regional Technical Advisor

The outputs has achieved few of its major targets with some shortcomings. These outputs can be presented as "average practice" and is rated as **Moderately Satisfactory**.

5.2 Conclusion

131. The project was able to accomplish some activities and to meet some targets. A follow up and support from the implementing and executing agencies is needed. To address the land management problems, the project intervened in three areas: review and improvement of policies and guidelines, awareness generation, capacity enhahcement of the relevant government personals and communities. The policy development approaches included revision of soil and water policy and guidelines to update them and also to include climate change issues. The soil and water policy is in draft form and still needs further processes before approval. The project also facilitated the inclusion of climate change chapter in the NSDP and also developed the guidelines on mainstreaming climate change into sectorial policies. The project installed an automatic weather station in Lithipeng and the second one will be installed in Khoelenya. Also the project established GIS and produced GIS maps for the three councils and the maps have been useful in planning exercise for the local authorities. 28 GIS technicians have been trained on GIS application. The project also conducted Climate Change baseline assessment for 3 community councils and also developed integrated M&E framework to collect data. One cost-benefit analysis in cereal crop production, bee keeping and orchard management, rangeland management is conducted. The information collected from these assessments and survey will establish and strengthen knowledge base which will support evidence-based planning. The project conducted several trainings for community members on climate smart livelihood strategies. 2,380 households adopted climate smart livelihood strategies and this will help to address poverty and also by improving household income in order to decrease dependency on natural resources. In all trainings and livelihood improvement programs, female participation was higher than men.

132. The project rehabilitated 20,000ha (target was 50,000ha) of the project site through donga rehabilitation, brush control and building of stone lines and practicing of rotational grazing and practicing crop rotation and conservation agriculture. The project also constructed 55 potable water system and refurbished in the project sites to improve access to clean water. The project installed irrigation equipment (drip kits) in 86 schools and community based shade nets to promote climate resilient production for food security. The project also developed Village Disaster Management Team (VDMT) and 200 members (76% women) of the team were capacitated on the newly recommended residence building methods that are resistance to various disasters and also on integration of disaster risk reduction in community development projects.

133. For knowledge management, the project conducted exhibition in Thaba Mokhele to showcase project successes in SLM/SCA. The project documented intervention outcomes and will publish them. Documentation and sharing of Lesotho drought story was completed and published with support from the Regional Technical Advisor. Similarly, to reach a large audience, the information generated by the

project was uploaded in websites of the implementing Ministry and UNDP and also networking with like-minded institutions within the country was facilitated by the project. The MFRSC identified four staff members and formed socio-economic unit together with members from other ministries.

134. The RVCC Project was designed with provision for appropriate management arrangements but due to delay in recruitment of staff in the beginning of the project, high staff turnover, and COVID-19 pandemic situation, programs were affected and some of the targets were not achieved by the time of terminal evaluation. Despite the above mentioned obstructions, the project team has managed to deliver some interventions that have reduced the threats to rangeland and watershed areas to a certain level. This has partly been achieved through generation of awareness from local to the national level, mainstreaming climate change in planning, enhancing monitoring and management capacity and encouraging communities in land rehabilitation activities. Since some of the activities were initiated late and also due to COVID-19 and high turnover of staff project could not achieve all of its target. Though the project has been underpinned by good science and a technical approach of good calibre, there is still room for further technical improvement. It has enhanced capacity to incorporate ground information related to land degradation into the development planning process of the local government in the pilot areas; and improved environmental awareness and raised concerns about threats to watershed areas at the local communities and government.

135. To make the outcomes and interventions sustainable, the project formed community groups to manage rangelands. They were also trained in rangeland management and other livelihood strategies and climate smart agriculture practices. The exit strategy was not developed by the time of terminal evaluation.

5.3 Recommendations

Rec.No.	TE Recommendation	Entity Responsible	Time frame
1	Exit strategy should be developed to ensure sustainability of the project Outputs and Outcomes. It should also include follow up arrangements to complete the incomplete activities of the project.	PMU/MFRSC/UNDP	Within November – December 2021.
2	There are several activities not completed yet. Several activities are below the target (e.g. rehabilitation target is 50,000ha but only 20,000ha is rehabilitated). More work should be done to increase accomplishment of this target.	PMU/MFRSC	Immediately so that it could be completed by the end of 2021.
3	Gender leadership building training should be conducted to develop women leadership in sustainable land management and decision related to these.	PMU, UNDP	Immediately i.e. between October-November
4	The soil and water policy document is in draft form. Remaining processes should be followed up for its approval.	PMU/MFRSC	Immediate follow-up needed
5	Each training should be followed by the post training evaluation to assess change in level of knowledge and awareness after training. It is recommended to conduct post training evaluation. Also capacity development trainings of future project should consider to conduct post training assessment.	MFRSC/ UNDP	Immediate follow up needed.
6	The project targeted to make 7000 household to adopt climate-smart livelihood strategies but it was only able to achieve 2,380 households that were active in the activities of the project thereby adopting climate-	PMU/MFRSC	Immediately follow up arrangements.

	smart livelihood strategies. It is recommended that more work needs to be done to achive the target towards climate-smart livelihood strategies in the project communities. Considering the time limits, recommended to make follow up arrangement in exit strategy.		
7	The project has established few long-term monitoring sites but could not achieve the targeted number of 18 sites. Hence, it is recommended to continue efforts to establish more sites to meet the target. Also make arrangement in the exit strategy to follow up this activity. MFRSC could include in their regular program to continue this activity.	PMU/MFRSC	Immediate
8	The project was not able to develop 6 policy briefs for integrating climate risk considerations into District and Community Councils Development Plan for each of agriculture, infrastructure and rural development. It is recommended to complete the target of 6 policy briefs.	PMO, also follow up by UNDP	Immediately
9	The project was not able to train 100 people (50% women) from local authorities, district planning units, structural engineers, urban and rural infrastructure planners, officers of the Ministry of Development Planning, Ministry of Finance and technical staff from technical colleges and vocational training institutes. It is recommended to conduct remaining training immediately before the project closes and for those that could not be completed make provion in the exit strategy through possible means.	PMO, follow up by UNDP	Immediately
10	The land allocated for management by various groups that were formed by the project has not been legally allocated to them. It is that this process must be completed before the project closes.	PMO	November 2021
11	The government of Lesotho must take the lessons learned from this project and incorporate them into their nationwide Land Rehabilitation Programme (LRP).	Government of Lesotho (MFRSC)	Future interventions
12	The notion of implementing LRP through a mixture of volunteering, cash payment and incentives should be explored vis-à-vis the current model of cash payment only.	Government of Lesotho (MFRSC)	Future interventions
13	PMU should be close to the project sites and must remain as a contiguous office so that it could share resources, ideas and be easily overseen.	UNDP, Government	Future projects
14	UNDP as the GEF implementing intity should assist in building the capacity of the project executing entities in Lesotho so that futue projects could be developed to executing agencies with UNDP only playing oversight role..	UNDP	2022

5.4 Lessons Learned

Best and worst practices in addressing issues relating to Relevance, Performance and Success

Lessons learned are arranged under project-related headings. Further discussions and key points for future projects have been added in this section. Some of the lessons learned listed below have arisen from discussions with persons interviewed during the evaluation and the team thank them for their insights.

Strategic

- *Community organisations lack scientific knowledge on importance of watershed management and also their relation to ecosystem and other climate change issues. The project support to enhance their knowledge and strengthen their capacity will help to encourage them to contribute in land management and protection of watershed areas.*

  Lack of knowledge has been seen as a drawback in many projects limiting communities from taking precaution. Similarly, lack of knowledge and poor economy force them to adopt unsustainable land use practices.

- Introduction of cash payments has shown more households being interested to participate in the activities of the RVCC project. If the cash payments can be integrated with other livelihood incentives perhaps even more people would participate and demonstrate increased ownership.

- Establishment and capacitation of Farmer Field Schools as a farming and extension model could play a critical role towards sustainability of interventions.

Design

- *Designing a project linking various institutions from national to grassroots levels, government agencies, local authorities and communities generates huge benefits for sustainability, and through the synergies developed provides the intervention with much greater effectiveness than that which can be achieved by stand-alone projects.*
- *Community participation in the project design, formulation of implementation modality, implementation and monitoring is very important.* This will help to implement projects effectively and also make activities sustainable. In this project, the inclusion of local communities in rangeland management through incentive packages to include climate change mitigation technologies such as energy saving stoves has improved the impact of the project amongst the participating beneficiaries especially women who are now spending less time to collect firewood.

Project Management

- *Working directly through existing government structures brings dividends.* The project chose to work directly with the Ministry of Forestry, Range and Soil Conservation and other local government rather than setting up parallel implementation structures. This decision has proved very useful not only in empowering government by providing experience and training, but also in developing effective government "ownership", engagement, participation and motivation, thereby promoting long-term sustainability of the project's achievements. But having PMU at Maseru and PFFs in the field and finance officer in UNDP created problem in management. Due to Project manager in Maseru, one vehicle was kept with him and due to that there was problem in mobility as 2 vehicles has to be shared by 3 PFFs. Such setup also created problems related to sharing of office equipment like printers, toner and stationaries.

Annex I: Terms of Reference for Terminal Evaluation

Terminal Evaluation Terms of Reference (ToR) Template for UNDP-supported GEF-financed projects

Template 1 - formatted for attachment to the UNDP Procurement website

1. INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the *full-sized* project titled *Reducing vulnerability from climate change in the Foothills, Lowlands and the Lower Senqu River Basin (PIMS 4630)* implemented through the *Lesotho Ministry of Forestry, Range and Soil Conservation (MFRSC)*. The project started on the *8th of June 2015* and is in its *6th* year of implementation. The TE process must follow the guidance outlined in the document 'Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects' (hyperlink).

2. PROJECT BACKGROUND AND CONTEXT

Climate change – including rising temperatures and a greater frequency of droughts and extreme rain events – is negatively affecting local communities living in rural parts of Lesotho. The fragile mountain ecosystems of Lesotho provide a range of benefits that increase the resilience of such communities to climate change. These include regulating services such as storing and retaining water as well as mitigating floods. However, these ecosystems are characterised by widespread degradation as a result of unsustainable land management and exploitation of natural resources. The effects of this ecosystem degradation in Lesotho include loss of vegetative cover and extreme soil erosion. Such effects reduce the capacity of these ecosystems to protect vulnerable communities from the increasingly negative impacts of climate change that are threatening their livelihoods.

The government of Lesotho has a National Climate Change Policy in place. However, presently there are no appropriate mechanisms to facilitate its implementation and no sector specific policies and strategies are in place to adapt to the anticipated impacts of climate change. For example, ongoing initiatives related to addressing ecosystem degradation currently do not take into account climate change-related risks and adaptation needs. Furthermore, the capacity of Lesotho's line ministries and various socio-economic sectors to plan and implement appropriate climate change adaptation interventions is hindered by the limited availability of technical skills, up-to-date climate information and best-practice examples to inform the design of locally appropriate adaptation measures.

The preferred solution to the climate change problem facing Lesotho is to strengthen the resilience of climatevulnerable communities by: i) enhancing the capacity of government institutions and local communities to mainstream climate change risks into policies, plans and programmes; ii) implementing climate-smart ecosystem rehabilitation and management measures using a community/household based approach; and iii) establishing a system for monitoring and evaluating the effectiveness of various approaches to climate change adaptation to inform a process of adaptive management.

However, there are multiple barriers to achieving this preferred solution, including inter alia: i) limited technical capacity and information base for the analysis of climate risks; ii) limited application of cutting-edge

technology in the planning and implementation of climate-smart ecosystem rehabilitation and management measures; iii) limited institutional and community awareness and knowledge regarding climate risks and adaptation measures; and iv) weak governance systems for the mainstreaming of climate risk into land use planning and decision-making.

This GEF LDCF-financed project will contribute to overcoming these barriers through strengthening institutional and technical capacities of government institutions to plan for and implement adaptation using an ecosystem management approach. In particular, the project will: i) develop a geo-based climatic, agroecological and hydrological information system to inform the analysis of climate-driven vulnerabilities and the cost-effective planning of climate-smart ecosystem rehabilitation and management measures; ii) strengthen institutional capacity for land use planning and decision-making by integrating climate risks into development plans and policies; iii) provide access to knowledge and training on adaptation using an ecosystem management approach; and iv) demonstrate climate-smart ecosystem rehabilitation and management measures – through the Land Rehabilitation Programme (LRP) – in the Foothills, Southern Lowlands and the Lower Senqu River Basin. Communities within the Lithipeng, Khoelenya and Thaba- Mokhele Community Councils will be included in the selection and implementation of the activities, with a particular focus on ensuring that the issues of youth unemployment and the interests of women are adequately represented.

Lesotho recorded four (4) confirmed positive cases of COVID-19 as of 15 June 2020 and by 26 July 2020, this increased to 605 cases and 12 deaths. The transmission of infections grew exponentially from end of December 2020 to end of February 2021 with 10,491 cases and 292 deaths. As of 30 June, the country has 11,344 cases and 329 deaths. During the second wave of COVID-19 at the beginning of 2021, the country was under a hard lockdown that included travel and public gathering restrictions. However, the lockdown was lifted and most of restrictions eased in April 2021 including conferences, meetings, workshop with observation of COVID-19 protocols is still strictly applicable. International travel is also permitted while observing COVID19 protocols including 72 hours negative certificate are still mandatory. The mentioned lockdowns that had been imposed on the country during the second quarter of 2020 and beginning of 2021 led to travel restrictions - for all non-essential services and emphasized on COVID-19 protocols including social distancing - across the country and as such government counterparts have not been able to focus on the project activities. Travel restrictions had a bearing on project activities as partners and project team cannot travel to monitor activities; and that also disrupted the contractors engaged by the project as they had to halt construction work. Both nationally and internationally preventing project staff and the implementing partners from accessing the project sites and beneficiary communities, preventing the maintenance of momentum related to the land restoration work by volunteer communities and households and the flow of incentives to support this work. A number of critically important international consultancies were just kicked off when the pandemic began and this has prevented the consultants from getting into the country and carrying out the work they have been contracted to do. This has happened just at the time when the project was regaining momentum lost from staff turn-over. Consultations with stakeholders have been hampered as implementing partners have limited access to ICT infrastructure and this has restricted communication between the project and implementing partners and as such the project cannot secure some of the services that would support implementation of some of the project activities. The Land Rehabilitation activities had to be halted due to lockdowns. Additions to the suite of incentives offered by the project to volunteers working on land restoration interventions, there were delays in procurement due to suppliers being affected by lockdown restrictions.

3. TE PURPOSE

The TE report will assess the achievement of project results against what was expected to be achieved, and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency, and assesses the extent of project accomplishments.

It is recognized that the RVCC project and its interventions have been designed and implemented to serve as spring boards for the Implementing Partners to upscale and replicate across the country. Therefore, while the current project has defined timeframes and is due to close in December 2021, the Implementing Partners need to build on the momentum created. As such the TE must critically review the RVCC project within this context and provide sound recommendations as to how the Implementing Partners may build on and perpetuate the work, making the most of the best practice that was established and avoiding the mistakes, pitfalls and risks encountered by the project.

Both the government of Lesotho, specifically the MFRSC and related ministries, together with the UNDP Country Office in Lesotho, are the primary targets for the TE, its findings and recommendations. The relevant government ministries will need to take the TE findings and recommendations into their planning for the short-, medium- and long-term. The RVCC and other similar interventions are donor funded and it is crucial that the Government begins earnestly to seek ways in which it can become increasingly donor-independent and demonstrate a commitment to perpetuating donor-funded project such as this one.

The UNDP Country Office in Lesotho will take the findings and recommendations of the TE and use them (a) ensure alignment with similar existing and future projects, (b) to better inform the design of future funding proposals and projects, and (c) to improve the way in which they operate as an executing agency for funding sources such as the GEF.

The COVID-19 pandemic negatively impacted on the project implementation. The entire focus of the project was among others to build resilience at the community level, and although it is resilience to the projected impacts of climate change; the land restoration, food production and sustainable living projects will help to build resilience to any shocks. When COVID-19 pandemic started, the project had already planned to support communities with cash for asset and climate smart inputs to build households resilience. Fast-tracking provision of cash for assets to the households provided a more direct, short-term and secure option to respond to any negative impacts of COVID-19, while the project continued to support project beneficiaries and communities with other interventions that would build medium to long-term resilience.
The project also worked towards increasing access to clean water for household and agricultural use. This also contributed towards improved hygiene in the communities and households participating in the project and could potentially have reduced infections related to the pandemic.

4. TE APPROACH & METHODOLOGY

The TE report must provide evidence-based information that is credible, reliable and useful.

The TE team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this

evidence-based evaluation. The TE team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office, the Regional Technical Advisor, the Chief Technical Advisor, direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to a selection of intervention/beneficiary champions; executing agencies at all three spheres of governance (national, district and community council), senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and CSOs, etc. Additionally, the TE team is expected to conduct field missions to a representative sample of communities within the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils of the Mohales Hoek District in Lesotho, including the following project sites.

Khoelenya CC		**Thaba Mokhele CC**		**Li**
Electoral Division - ED	**Village**	**Electoral Division - ED**	**Village**	**Electoral Division - ED**
Ha Nkhetheleng	Ha Nkhetheleng	**Monehela**	Ha Nthoantso	**Anone**
	Ha Makhaola		Makhesuoeng	
	Masianokeng		Ha ralefatla	
	Ha Nkhetheleng		Hamonehela	
	Mothebesoane		Ha Ralihlokoe	**Lithipeng**
	Ha Makhaola		Ha ntsibi	
	Phuthing		Matebeleng	
	Meriting		Ha Nnatsoana	
	Telite		Mootsinyane	
	Thabaneng		Makunyapane	
	Masianokeng		Makilanyaneng	**Makhakhe**
	Makoanyane		Liphookoaneng	
Makhabane	Mapeleng		Lesala	
	Mapeleng		Rankopane	
	Motse-Mocha	**Ramonyatsi**	Ramonyatsi	
	Makoetlane		Lelinyane	
	Sehlabeng		Maporoteng	
Maphutsanen g	Maphutsaneng		Mosiane	
Mohlakana	Motse-Mocha		Sapoqo	
	Lekhalong Ha Kono-Kono		Lecheche	

	Ha Makoili		Thaba Phiri	
	Motse-Mocha		Mafethe	
	Thota-Moli		Mabula	
	Litenteng			**Setanteng**
	Resefeng			
	Matlapaneng			
	White City			
Phatlalla	Morobong			
	Ha Malatsa			**Shalane**
	Ha Tsolo			
	Thibella			

	Phatlalla
	Ha Ramatlalla
	Sethaleng & Moeaneng
	Ha Sekatle
	Ha Nkau

	Phoseng
	Tsieng
Thabana bosulu	Thabana bosulu
Waterfall	Waterfall
	Ha Ntseno
	Majakaneng

The specific design and methodology for the TE should emerge from consultations between the TE team, UNDP and Project Team regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP, stakeholders and the TE team. As such the approach must be contextually specific and flexible enough to accommodate local conditions and dynamics discussed and agreed to in consultations between the TE consultants, the evaluation manager and key stakeholders.

In case of COVID-19, as of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Travel to the country and in the country was once restricted during the lockdowns but currently allow since April 2021. If it is not possible to travel to or within the country for the evaluation then the evaluation team should develop a methodology that takes this into account the conduct of the evaluation virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the Inception report and agreed with the Evaluation Manager.

If all or part of the evaluation is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/ computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the evaluation report.

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If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel. No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority. A short validation mission may be considered if it is confirmed to be safe for staff, consultants, stakeholders and if such a mission is possible within the evaluation schedule.
Equally, qualified and independent national consultants can be hired to undertake the evaluation and interviews in country as long as it is safe to do so.

There agreements and the approach will be reflected clearly in the TE Inception Report.

The final report must describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

5. DETAILED SCOPE OF THE TE

The TE will assess project performance against expectations set out in the project's Strategic Results Framework (see ToR Annex A). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects (hyperlink).

It is envisaged that the TE will begin by end of July 2021 and be completed no later than 30 September 2021. The primary

issues of concern to users that the TE needs to address are as follows:

- Have the project interventions in terms of capacity building been adequate enough to ensure that capacity for the planning and implementation of climate change adaptation and mitigation interventions are possible by all three spheres of government in Lesotho?
- Has the country's legal and policy framework been sufficiently bolstered by the project such that a suitably adequate enabling environment has been established for the planning and implementation of climate change adaptation and mitigation interventions at and by all three spheres of government in Lesotho?
- Are there sufficient examples of climate-smart land management interventions aimed at building community-based resilience to the projected impacts of climate change in the country, and are these of such a nature that they can be easily and cost-effectively up-scaled and replicated to other parts of the country?
- Have the interventions of the project at community level made a meaningful impact to the livelihoods of the beneficiaries such that it can be said that their resilience to and awareness of the projected impacts of climate change has been enhanced?

The Findings section of the TE report will cover the topics listed below. A full outline of the TE report's content is provided in ToR Annex C.

The asterisk "(*)" indicates criteria for which a rating is required.

Findings

i. Project Design/Formulation

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Standards (Safeguards)
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design □ Planned

stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)

- Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)
- Risk Management, including Social and Environmental Standards (Safeguards)

iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)
- Sustainability: financial (*) , socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are

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applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.

- It is important for the conclusions, recommendations and lessons learned of the TE report to incorporate gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown below:

ToR Table 2: Evaluation Ratings Table for *Reducing vulnerability from climate change in the Foothills, Lowlands and the Lower Senqu River Basin (PIMS 4630)*

Monitoring & Evaluation (M&E)	Rating[1]
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

6. TIMEFRAME

The total duration of the TE will be approximately 35 working days over a time period of 19 weeks starting on 30 July 2021. The tentative TE timeframe is as follows:

Timeframe	Activity
22 July 2021	Application closes
23 July 2021	Selection of TE team
30 July 2021	Preparation period for TE team (handover of documentation)
3 – [2] August 2021 - 4 days	Document review and preparation of TE Inception Report
9-13 August 2021 - 5 days	Finalization and Validation of TE Inception Report; latest start of TE mission
19 August -8 September 2021 - 15 days	TE mission: stakeholder meetings, interviews, field visits, etc.
10 September 2021	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission

[1] Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point scale:
[2] =Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U)

13 – 17 September 2021 - 5 days	Preparation of draft TE report
20 September 2021	Circulation of draft TE report for comments
6 – 8 October 2021 3 days	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
15 October 2021	Preparation and Issuance of Management Response
20 – 22 October 2021 – 3 days	Expected date of full TE completion

Options for site visits should be provided in the TE Inception Report.

7. TE DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report including a workplan and evaluation schedule.	TE team clarifies objectives, methodology and timing of the TE	No later than 2 weeks before the TE mission: *(by 6 August 2021)*	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	End of TE mission: *(by 10 September 2021)*	TE team presents to Commissioning Unit and project management
3	Draft TE Report for comments	Full draft report *(using guidelines on report content in ToR Annex C)* with annexes	Within 3 weeks of end of TE mission: *(by 17 September 2021)*	TE team submits to Commissioning Unit; reviewed by RTA, Project Coordinating Unit, GEF OFP
5	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report *(See template in ToR Annex H)*	Within 1 week of receiving comments on draft report: *(by 8 October 2021)*	TE team submits both documents to the Commissioning Unit

However, in line with the UNDP's financial regulations, when determined by the Country Office and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the evaluation, that deliverable or service will not be paid.
Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.[3]

8. TE ARRANGEMENTS

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is the UNDP Country Office in Maseru, Lesotho.

The Commissioning Unit will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the TE team. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits. In the case of COVID-19 restrictions, UNDP liaising with Project Team will support the implementation of remote/virtual meetings and an updated stakeholder list with contacts details (phone and/or email) will be provided to the evaluation team.

9. TE TEAMCOMPOSITION

A team of two independent evaluators will conduct the TE – one team leader, International (with experience and exposure to projects and evaluations in other regions) and one team expert from the country of the project. The team leader will be responsible for the overall design and writing of the TE report, coordination of the allocation of work load between the team members, providing guidance to the process of review and evaluation of project document and reports, and primary liaison with the evaluation manager. The team expert will assess emerging trends with respect to regulatory frameworks, budget allocations, and work with the Project Team in developing the TE itinerary, while providing support to the team leader as agreed to in the contract negotiations and Inception process.

The evaluators cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review and should not have a conflict of interest with the project's related activities.

9.1. TEAM LEADER

Education

- Master's degree in natural resource management with specific reference to land rehabilitation and climate change resilience or other closely related field (10%);

Experience

- Relevant experience with results-based management evaluation methodologies (10%);
- Experience applying SMART indicators and reconstructing or validating baseline scenarios (5%);
- Competence in adaptive management, as applied to Climate Change Adaptation (CCA-1: Reducing Vulnerability: Reduce vulnerability to the adverse impacts of climate change, including variability, at local, national, regional and global level. (5%));
- Experience in evaluating projects (15%);

[3] Access at: http://web.undp.org/evaluation/guideline/section-6.shtml

- Experience working in Africa, particularly Southern Africa (5%);
- Experience in relevant technical areas for at least 10 years (10%);
- Demonstrated understanding of issues related to gender and Climate Change Adaptation (CCA-1: Reducing Vulnerability: Reduce vulnerability to the adverse impacts of climate change, including variability, at local, national, regional and global level); experience in gender responsive evaluation and analysis (5%);
- Excellent communication skills (5%);
- Demonstrable analytical skills (5%);
- Project evaluation/review experience within United Nations system will be considered an asset.

Language

- Fluency in written and spoken English.

9.2. TEAM EXPERT

Education

- Master's degree in natural resource management or other closely related field with specific reference to land rehabilitation and climate change resilience (10%); Experience

- Relevant experience with results-based management evaluation methodologies (10%);
- Experience applying SMART indicators and reconstructing or validating baseline scenarios (5%);
- Competence in adaptive management, as applied to Climate Change Adaptation (CCA-1: Reducing Vulnerability: Reduce vulnerability to the adverse impacts of climate change, including variability, at local, national, regional and global level. (5%));
- Experience in evaluating projects (10%);
- Experience working in Lesotho (10%);
- Experience in relevant technical areas for at least 10 years (10%);
- Demonstrated understanding of issues related to gender and Climate Change Adaptation (CCA-1: Reducing Vulnerability: Reduce vulnerability to the adverse impacts of climate change, including variability, at local, national, regional and global level.; experience in gender responsive evaluation and analysis (5%);
- Excellent communication skills (5%);
- Demonstrable analytical skills (5%);
- Project evaluation/review experience within United Nations system will be considered an asset. Language

- Fluency in written and spoken English.
- Fluency in written and spoken Sesotho.

10. EVALUATOR ETHICS

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

11. PAYMENT SCHEDULE

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit
- 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit
- 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

Criteria for issuing the final payment of 40%[4]:

- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
- The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other TE reports).
- The Audit Trail includes responses to and justification for each comment listed.

12. APPLICATION PROCESS[5]

(Adjust this section if a vetted roster will be used)

Recommended Presentation of Proposal:

a) **Letter of Confirmation of Interest and Availability** using the template[6] provided by UNDP;

[4] The Commissioning Unit is obligated to issue payments to the TE team as soon as the terms under the ToR are fulfilled. If there is an ongoing discussion regarding the quality and completeness of the final deliverables that cannot be resolved between the Commissioning Unit and the TE team, the Regional M&E Advisor and Vertical Fund Directorate will be consulted. If needed, the Commissioning Unit's senior management, Procurement Services Unit and Legal Support Office will be notified as well so that a decision can be made about whether or not to withhold payment of any amounts that may be due to the evaluator(s), suspend or terminate the contract and/or remove the individual contractor from any applicable rosters. See the UNDP Individual Contract Policy for further details:
https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx&action=default

[5] Engagement of evaluators should be done in line with guidelines for hiring consultants in the POPP
https://popp.undp.org/SitePages/POPPRoot.aspx

[6] https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20AND%20Submission%20of%20Financial%20Proposal.docx

b) **CV** and a **Personal History Form** (P11 form[7]);

c) Brief description **of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)

d) **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the Letter of Confirmation of Interest template. If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials indicating the following reference "Consultant for Terminal Evaluation of "*Reducing vulnerability from climate change in the Foothills, Lowlands and the Lower Senqu River Basin (PIMS 4630)*"should be submitted by email at the following address ONLY: *(ls.procurement@undp.org)* by *(12:00 am on 4 June 2021)*. Incomplete applications will be excluded from further consideration.

Criteria for Evaluation of Proposal: Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

13. TOR ANNEXES

(Add the following annexes to the final ToR)

- ToR Annex A: Project Logical/Results Framework
- ToR Annex B: Project Information Package to be reviewed by TE team
- ToR Annex C: Content of the TE report
- ToR Annex D: Evaluation Criteria Matrix template
- ToR Annex E: UNEG Code of Conduct for Evaluators
- ToR Annex F: TE Rating Scales
- ToR Annex G: TE Report Clearance Form
- ToR Annex H: TE Audit Trail

[7] http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

ToR Annex A: Project Logical/Results Framework

This project will contribute to achieving the following UNDP Country Programme Outcome as defined in CPAP or CPD: *Outcome 2*: By 2017 Lesotho adopts environmental management practices that promote a low-carbon, climate-resilient economy and society, sustainably manages natural resources and reduces vulnerability to disasters.
UNDP Country Programme Outcome indicators: Number of national/sectoral policies and strategies that promote low-carbon, climate resilient economy and society; number of national/sectoral policies that promote conservation of natural resources; and number of local communities that implement disaster risk reduction measures.
Primary applicable Key Environment and Sustainable Development Key Result Area: Promote climate change adaptation
Applicable Global Environment Facility (GEF) Strategic Objective and Programme: *CCA-1: Reducing Vulnerability*: Reduce vulnerability to the adverse impacts of climate change, including variability, at local, national, regional and global level. *CCA-2: Increasing Adaptive Capacity:* Increase adaptive capacity to respond to the impacts of climate change, including variability, at local, national, regional and global level.
Applicable Least Developed Countries Facility (LDCF) Expected Outcomes: *Outcome 1.1:* Mainstreamed adaptation in broader development frameworks at country level and in targeted vulnerable areas. *Outcome 1.2*: Reduced vulnerability in development sectors. *Outcome 2.1:* Increased knowledge and understanding of climate variability and change-induced risks at country level and in targeted vulnerable areas. *Outcome 2.3*: Strengthened awareness and ownership of adaptation and climate risk reduction processes at local level.
Applicable GEF Outcome Indicators: *Indicator 1.1.1:* Adaptation actions implemented in national/sub-regional development frameworks. *Indicator 1.2.5:* Number of people benefitting from climate-smart ecosystem rehabilitation and management practices through implementation of hard and soft measures to reduce vulnerability. *Indicator 2.1.1:* Relevant risk information disseminated to stakeholders. *Indicator 2.3.1:* % of targeted population awareness of predicted adverse impacts of climate change and appropriate responses.

Outcome	Indicator	Baseline	Target	Source of verification	Risks and assumptions
Project Objective: To mainstream climate risk considerations in the Land Rehabilitation Programme of Lesotho for improved ecosystem resilience and reduced vulnerability of livelihoods to climate shocks.	The use of climate-driven vulnerabilities and costeffective planning to inform the implementation of the Land Rehabilitation Programme.	Climate change risks are not integrated into the Land Rehabilitation Programme. Target sites are chosen on an *ad hoc* basis. Rehabilitation and management measures are not tailored to specific ecosystems.	Climate-driven vulnerabilities and costeffective planning are used to inform site prioritisation of target sites and the implementation of appropriate climate-smart ecosystem rehabilitation and management measures.	Climate driven vulnerability assessments and cost-benefit analysis Project implementation report Review of Land Rehabilitation Programme practices	

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Outcome 1: Increased technical capacity of the Ministry of Forestry and Land Reclamation and relevant departments to apply up-to-date climate science for the management of evolving risks and uncertainty linked to climate change.	Capacities of the Ministry of Forestry and Land Reclamation and relevant departments to identify, prioritise, implement, monitor and evaluate adaptation measures.	Baseline estimated at a score of 3. Baseline to be verified during year 1 of project implementation.	Capacity increased to a score of 7. Target to be verified during year 1 of project implementation.	To capture evidence of the capacity of institutions to identify, prioritise, implement, monitor and evaluate adaptation measures, a scoring methodology that considers the following five criteria, expressed as questions: (a) Does the institution have access to and does it make use of climate information in decision- making? (b) Are climate change risks as well as appropriate adaptation strategies and measures integrated into relevant institutional policies, processes and procedures? (c) Does the institution have adequate resources to implement such policies, processes and procedures? (d) Are there clear roles and responsibilities within the institution, and effective partnerships outside the institution to address adaptation? (e) Is the institution equipped to monitor, evaluate and	**Assumptions** The geo-based, climatic, agroecological and hydrological information system established during the project will support climate-smart ecosystem rehabilitation and management measures. Trainees leave training with improved capacity. **Risks** The geo-based agro-ecological, climatic and hydrological information system is not sustained beyond the lifetime of the project. Poor uptake of training on climate-smart ecosystem rehabilitation and management measures

Outcome	**Indicator**	**Baseline**	**Target**	**Source of verification**	**Risks and assumptions**

LP

				learn from its adaptation actions? Each question is answered with an assessment and score for the extent to which the associated criterion has not been met: not at all (=0), partially (=1) or to a large extent/completely (=2). An overall score is calculated, with a maximum score of 10 given five criteria.	
Output 1.1 A geo-based climatic agroecological and hydrological information system to support better planning for climate change adaptation and mitigation under the Land Rehabilitation Programme established.	A geo-based climatic, agro-ecological and hydrological information system formulated, tested in pilot area and ready for upscaling to the rest of the districts in Lesotho.	Lack of a coordinated information system that compiles GIS information on climatic, agro-ecological and hydrological variables.	By the end of the first year, a geo-based climatic, agroecological and hydrological information system developed.	Maps and vulnerability assessments generated utilising the geo-based climatic, agroecological and hydrological information system.	
Output 1.2 A socio-economics unit in the Ministry of Forestry, Range and Soil Conservation strengthened.	A socio-economics unit is established within the Ministry of Forestry and Land Reclamation.	No dedicated unit considering social capital issues in the selection of intervention methods.	At project termination, a socio-economics unit is established and is operational.	Socio-economics unit Project implementation report Assessments Cost benefit-analysis	
Output 1.3 Assessment of climate-driven vulnerability in the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils and costbenefit analysis of specific adaptation and mitigation interventions conducted.	Number of climate-driven vulnerability assessments and cost-benefit analyses of specific adaptation interventions undertaken for each of the selected Community Councils. (Adapted from AMAT 2.1.1.2)	No rigorous assessments of climate-driven vulnerability or cost benefit analyses of climate change adaptation interventions undertaken at the level of Community Councils.	At project termination 2 climate-driven vulnerability assessment and 2 costbenefit analysis of specific adaptation interventions undertaken for each of the Community Councils identified.	Project implementation report	

Outcome	Indicator	Baseline	Target	Source of verification	Risks and assumptions
Output 1.4 Technical guidelines for climate change adaptation and mitigation interventions developed	Number of technical guidelines on climate change adaptation and mitigation interventions identified for the selected Community Councils.	No guidelines on climate change adaptation and mitigation interventions have been developed for the selected Community Councils.	At project termination 10 technical guidelines on climate change adaptation and mitigation interventions produced for the selected Community Councils.	Technical guidelines Project implementation report	
Output 1.5: Training of technical staff of engineering, planning and monitoring sections of the Ministry of Forestry, Range and Soil Conservation on climate science conducted.	Number staff trained in climate science from engineering, planning and monitoring sections (data disaggregated by gender & unit).	No staff trained as of 2015.	4 staff successfully trained (with engineering unit =1, planning unit = 2, monitoring unit =1).	•Completion certificates •Training course reports •Project implementation reports	
Output 1.6: A strategy for maintaining technical capacity in the Ministry of Forestry, Range and Soil Conservation and relevant departments developed and implemented.	Strategy for maintaining technical capacity of relevant departments and agencies in place. (Definition: with extent of development scored as follows: (a) Not yet started = 0; (b) Partial development/in draft =1 or (c) completed and approved =2).	No strategy for maintaining technical capacity at MFRSC and relevant departments as of 2015.	A strategy for maintaining technical capacity at MFRSC is developed and implemented by 2020	•Finalised operational Strategy	
<u>Outcome 2</u>: Communities empowered with skills, knowledge, partnerships and institutions for managing natural resources to reduce vulnerability to climate change and increase resilience of natural and social capital (over 7,000 households with potential for upscaling to cover over 20,000).	% of targeted population awareness of predicted adverse impacts of climate change and appropriate responses (score) – disaggregated by gender. 1= No awareness level (<50% correct) 2= Moderate awareness level (50-75% correct)	(RVCC Socio-economics baseline study, 2017). Khoelenya Community Council – 36.0% Lithipeng Community Council – 39.8% Thaba-Mokhele Community Council - 56%	Khoelenya Community Council - 65% Lithipeng Community Council - 70% Thaba- Mokhele Community Council - 80%	•Socio-economic surveys	**Assumptions** Communities see climate-smart ecosystem rehabilitation and management measures as desirable given development imperatives as well as lifestyle preferences, and support project interventions.

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Outcome	Indicator	Baseline	Target	Source of verification	Risks and assumptions
	3= High awareness level (>75% correct)				Chiefs support project interventions and facilitate roll out within their constituencies. **Risks** Communities are unwilling to adopt new climate-smart ecosystem rehabilitation and management measures. Chiefs in target areas unwilling to support project interventions. High staff turnover and poor institutional memory result in disruptions or delays in project implementation and coordination.
Output 2.1 Training of technical staff of the District Technical Teams, Community Councils staff and land managers on restoring and managing ecosystems and agroecological landscapes in a climate-smart manner designed and implemented.	Number of technical staff trained in climate change adaptation, including restoring and managing ecosystems and agroecological landscapes (disaggregated by gender).	Technical staff of the District Technical Teams, Regional Council staff and land managers have received limited training on climate change adaptation.	Within the first year of the project, at least 50 technical staff of the District Technical Teams, District and Community Council staff and land managers trained in climate change adaptation, including restoring and managing ecosystems and agroecological landscapes. Trainees must include representatives from the Mohale's Hoek District and the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils.	Field visits Surveys Project implementation report	
Output 2.2 Local community members from the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils trained on the implementation and maintenance of climate-smart ecosystem rehabilitation and management interventions.	Number of Local community members participating in training programmes on implementation of climatesmart ecosystem rehabilitation and management measures and the number of projects implemented (data disaggregated by gender).	No Local community members trained as of 2015.	7, 000 Local community members trained by 2020	Training course reports, attendance lists and completed evaluation forms Project implementation reports	

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Output 2.3 Inter-council and rehabilitation committee established in the Lithipeng, Khoelenya and ThabaMokhele Community Councils.	Inter-council land rehabilitation committees established and operational (include membership data disaggregated by gender).	No inter-council land rehabilitation committees operational as of 2015.	1 Inter-council land rehabilitation committee established and operational by 2018	Terms of Reference for the committee Minutes of committee meetings	

Outcome	**Indicator**	**Baseline**	**Target**	**Source of verification**	**Risks and assumptions**
Outcome 3: Over 50,000 ha of land across the Foothills, Lowlands and the Lower Senqu River Basin rehabilitated through operationalization of the climatesmart Land Rehabilitation Programme.	The number of ha of land successfully protected, better managed and rehabilitated under the climate-smart Land Rehabilitation Programme.	0 Ha of land under climatesmart LRP as of 2015.	By project end-point, at least 50,000 ha of land in the Foothills, Lowlands and the Lower Senqu River Basin under climate-smart LRP.	Field visits and physical assessments Data collection at project sites Project implementation reports	**Assumptions** Cost-effective climate-smart ecosystem rehabilitation and management measures will be identified. **Risks** Climate-smart ecosystem rehabilitation and management measures are not cost-effective.
Output 3.1 Climate-smart ecosystem rehabilitation and management interventions in the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils completed.	Number of households across three Community Councils adopting climatesmart livelihood strategies (disaggregated by gender). (Adapted from AMAT 2.3.1.2)	No households adopting climate-smart livelihood strategies as of 2015.	At least 7,000 households engaging in climate change adaptation activities, including climate-smart farming or agro-forestry practices.	M&E Strategy Field visits and physical assessments Data collection at project sites Project implementation report	
	Appropriate climate-smart ecosystem rehabilitation and management interventions identified, including inter alia conservation, agro-forestry and water harvesting for the Lithipeng, Khoelenya and Thaba Mokehle Community Councils.	Climate-smart ecosystem rehabilitation and management interventions are not currently implemented in the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils.	By project end-point at least 50% of conventional management systems are replaced by climate-smart ecosystem rehabilitation and management interventions implemented in the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils.	Field visits and physical assessments Data collection at project sites	

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Output 3.2 A long-term strategy for monitoring and evaluating climate-smart ecosystem restoration and management interventions using grass cover as a proxy for rangeland productivity established at the Ministry of Forestry, Range and Soil	Number of functioning long-term monitoring field sites established at intervention sites for measuring the effects of climate-smart ecosystem rehabilitation and management interventions on relevant ecosystem services.	Monitoring is limited to recording of outputs from quarterly and annual reports – because the LRP has no Monitoring and Evaluation Unit.	By project end-point, at least 3 long-term monitoring sites – including a control, experiment and benchmark – established within each of the agroecological zones – the Foothills, Lowlands and the Lower Senqu River Basin.	M&E Strategy Field visits and physical assessments Data collection at project sites Project implementation report	

Outcome	**Indicator**	**Baseline**	**Target**	**Source of verification**	**Risks and assumptions**
Conservation and relevant departments.					
<u>Outcome 4</u>: National strategies for rangelands and wetlands management strengthened by the integration of climate change/variability and ecosystems management.	Number of briefs on suggested policy revisions to the rangeland and wetland management strategies developed by the LDCF-financed project to address climate change and ecosystem management.	National strategies do not adequately include climate risk considerations.	By project end-point, at least two policy briefs developed that include recommendations for the incorporation of climate risk considerations into each of the national rangeland and wetland management strategies.	Review of recommendations for national strategies Revised/updated national strategies with specific sections on climate change adaptation policy Project implementation report	**Assumptions** Recommendations for policies, strategies and plans will be accepted and mainstreamed. **Risks** Policies, strategies and plans are not accepted by decision-makers or local communities and cannot be enforced
<u>Output 4.1</u> Policy guidelines for incorporating climate science in the review/formulation processes of national sectoral strategies by the Departments of Rangelands Management and Water Affairs produced and disseminated.	Existence of policy guidelines on integration of climate science in the review/formulation processes of national sectoral strategies.	No policy guidelines for incorporating climate science in the review/formulation processes of national sectoral strategies as of 2015.	At least two policy guidelines for incorporating climate science in the review/formulation processes of national sectoral strategies (rangeland, cropland, and wetland management) developed by end 2020.	•Policy guidelines •Revised/updated national strategies with specific sections on climate change adaptation and mitigation •Project implementation report	

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Outcome 5: NSDP mainstreamed into local development strategies to support the constituency-wide adoption of the climate-smart Land Rehabilitation Programme	Climate change adaptation (as provided for in the NSDP) integrated into local development strategies. (adapted from AMAT 1.1.1)	Development strategies do not adequately include climate change (as provided for in the NSDP).	By project end-point, climate change adaptation is integrated into development strategies. (A score of 2= integrated to a large extent/completely)	The extent to which climate change adaptation (as provided for in the NSDP) is integrated into local development strategies will be scored as follows: not at all (=0), partially (=1) or to a large extent/completely (=2).	**Assumptions** Recommendations for sectoral policies, strategies and plans will be accepted and mainstreamed. **Risks** Sectoral ministries are unwilling to adopt recommendations on policies.
Output 5.1 Strategy for improved coordination between District and Community Council development teams to reduce vulnerability to extreme climatic events in the	Appropriate coordination strategy – tailored for inter-ministerial and departmental coordination at the District and	No strategy in place to ensure coordination between District and Community Council development teams	By project mid-point, a coordination strategy is clearly defined.	Coordination strategy Project implementation report	

Outcome	**Indicator**	**Baseline**	**Target**	**Source of verification**	**Risks and assumptions**
Foothills, Lowlands and the Lower Senqu River Basin developed.	Community Council levels – is clearly defined.		By project end-point, the coordination strategy is implemented.		
Output 5.3 Policy recommendations for the integration of climate risk considerations in the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils' development plans, as well as the Mohale's Hoek District development plan implemented.	One Local Government development plan each for Mohale's Hoek District and in each of the Community Councils.	There is no programmatic approach to mainstreaming climate risk considerations into development plans.	Four development plans, one for the Mohale's Hoek District and one each for the three Community Council areas, are completed with climate change risk considerations fully integrated.	Policy briefs Local Government Development Plans Project implementation report	

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Output 5.4 Training on climate-resilient construction; climate-smart land use and water resources planning; and climate risk management designed and implemented for staff of structural engineering unit, urban and rural infrastructure planning units, local authorities, district planning units, Ministry of Development Planning, and teaching staff from technical colleges and vocational training institutes.	Number of people trained by the LDCF-financed project on climate-resilient construction; land use and water resources planning; climate risk problems; and risk reduction and management measures (disaggregated by gender).	Limited training has been conducted on climateresilient construction; land use and water resources planning; climate risk problems; and risk reduction and management measures.	By project end-point, at least 100 people (50% women and 50% men) trained. Trainees must include representatives from local authorities; district planning units; structural engineers; urban and rural infrastructure planners; officers of the Ministry of Development Planning, Ministry of Finance; and teaching staff from technical colleges and vocational training institutes.	Climate change adaptation modules for training courses	
Output 5.5 Best practices and documentation on climate-smart land management, adaptation and mitigation in the Lithipeng, Khoelenya and Thaba-Mokhele	Best practices identified and guidelines developed for climate-smart land management in the Khoelenya, Lithipeng and Thaba-Mokhele Community Councils.	No guidelines for best practices and climate-smart land management.	By project end-point, three best practice guidelines developed for (i) range management, (ii) food security, and (iii) sustainable livelihoods in the Khoelenya, Lithipeng	Developed guidelines	

Outcome	**Indicator**	**Baseline**	**Target**	**Source of verification**	**Risks and assumptions**
Community Councils disseminated through existing national and international platforms.			and Thaba-Mokhele Community Councils.		

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ToR Annex B: Project Information Package to be reviewed by TE team

#	Item (electronic versions preferred if available)
1	Project Identification Form (PIF)
2	UNDP Initiation Plan
3	Final UNDP-GEF Project Document with all annexes
4	CEO Endorsement Request
5	UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)
6	Inception Workshop Report
7	Mid-Term Review report and management response to MTR recommendations
8	All Project Implementation Reports (PIRs)
9	Progress reports (quarterly, semi-annual or annual, with associated workplans and financial reports)
10	Oversight mission reports
11	Minutes of Project Board Meetings and of other meetings (i.e. Project Appraisal Committee meetings)
12	GEF Tracking Tools (from CEO Endorsement, midterm and terminal stages)
13	GEF/LDCF/SCCF Core Indicators (from PIF, CEO Endorsement, midterm and terminal stages); for GEF-6 and GEF-7 projects only
14	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions
15	Co-financing data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures
16	Audit reports
17	Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)
18	Sample of project communications materials
19	Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants
20	Any relevant socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area, change in revenue related to project activities
21	List of contracts and procurement items over ~US$5,000 (i.e. organizations or companies contracted for project outputs, etc., except in cases of confidential information)
22	List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e. any leveraged or "catalytic" results)
23	Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available
24	UNDP Country Programme Document (CPD)
25	List/map of project sites, highlighting suggested visits

26 List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted
27 Project deliverables that provide documentary evidence of achievement towards project outcomes
28 WORLD BANK, 2019: LESOTHO POVERTY ASSESSMENT: PROGRESS AND CHALLENGES IN REDUCING POVERTY, WASHINGTON D.C., WORLD BANK GROUP.
~~*Additional documents, as required*~~

ToR Annex C: Content of the TE report

i. Title page

- Title of UNDP-supported GEF-financed project
- UNDP PIMS ID and GEF ID
- TE timeframe and date of final TE report
- Region and countries included in the project
- GEF Focal Area/Strategic Program
- Executing Agency, Implementing partner and other project partners
- TE Team members ii. Acknowledgements iii. Table of Contents iv. Acronyms and Abbreviations 1. Executive Summary (3-4 pages)
- Project Information Table
- Project Description (brief)
- Evaluation Ratings Table
- Concise summary of findings, conclusions and lessons learned
- Recommendations summary table

2. Introduction (2-3 pages)
   - Purpose and objective of the TE
   - Scope
   - Methodology
   - Data Collection & Analysis
   - Ethics
   - Limitations to the evaluation
   - Structure of the TE report
3. Project Description (3-5 pages)
   - Project start and duration, including milestones
   - Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
   - Problems that the project sought to address, threats and barriers targeted
   - Immediate and development objectives of the project
   - Expected results
   - Main stakeholders: summary list
   - Theory of Change
4. Findings

(in addition to a descriptive assessment, all criteria marked with (*) must be given a rating[8])

4.1 Project Design/Formulation

[8] See ToR Annex F for rating scales.

- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector

4.1 Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
- UNDP implementation/oversight (*) and Implementing Partner execution (*), overall project implementation/execution (*), coordination, and operational issues
- Risk Management, including Social and Environmental Standards (Safeguards)

4.2 Project Results and Impacts

- Progress towards objective and expected outcomes (*)
- Relevance (*)
- Effectiveness (*)
- Efficiency (*)
- Overall Outcome (*)
- Sustainability: financial (*), socio-economic (*), institutional framework and governance (*), environmental (*), and overall likelihood (*) □ Country ownership
- Gender equality and women's empowerment
- Cross-cutting Issues
- GEF Additionality
- Catalytic/Replication Effect
- Progress to Impact

5. Main Findings, Conclusions, Recommendations & Lessons
    - Main Findings
    - Conclusions
    - Recommendations
    - Lessons Learned
6. Annexes
    - TE ToR (excluding ToR annexes)
    - TE Mission itinerary, including summary of field visits
    - List of persons interviewed
    - List of documents reviewed
    - Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
    - Questionnaire used and summary of results
    - Co-financing tables (if not include in body of report)
    - TE Rating scales

- Signed Evaluation Consultant Agreement form
- Signed UNEG Code of Conduct form
- Signed TE Report Clearance form

Annexed in a separate file: TE Audit Trail

Annexed in a separate file: relevant terminal GEF/LDCF/SCCF Core Indicators or Tracking Tools, as applicable

ToR Annex D: Evaluation Criteria Matrix template

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF Focal area, and to the environment and development priorities a the local, regional and national level?			
(include evaluative questions)	*(i.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.)*	*(i.e. project documentation, national policies or strategies, websites, project staff, project partners, data collected throughout the TE mission, etc.)*	*(i.e. document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.)*
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?			
Sustainability: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?			
Gender equality and women's empowerment: How did the project contribute to gender equality and women's empowerment?			
Impact: Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?			

(Expand the table to include questions for all criteria being assessed: Monitoring & Evaluation, UNDP oversight/implementation, Implementing Partner Execution, cross-cutting issues, etc.)

ToR Annex E: UNEG Code of Conduct for Evaluators

Independence entails the ability to evaluate without undue influence or pressure by any party (including the hiring unit) and providing evaluators with free access to information on the evaluation subject. Independence provides legitimacy to and ensures an objective perspective on evaluations. An independent evaluation reduces the potential for conflicts of interest which might arise with self-reported ratings by those involved in the management of the project being evaluated. Independence is one of ten general principles for evaluations (together with internationally agreed principles, goals and targets: utility, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism).

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

Evaluation Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Evaluator: _____

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at _____ (Place) on _____ (Date)

ToR Annex F: TE Rating Scales

Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Sustainability ratings:
6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings 5 = Satisfactory (S): meets expectations and/or no or minor shortcomings 4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings 3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings 2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings 1 = Highly Unsatisfactory (HU): severe shortcomings Unable to Assess (U/A): available information does not allow an assessment	4 = Likely (L): negligible risks to sustainability 3 = Moderately Likely (ML): moderate risks to sustainability 2 = Moderately Unlikely (MU): significant risks to sustainability 1 = Unlikely (U): severe risks to sustainability Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability

ToR Annex G: TE Report Clearance Form

Terminal Evaluation Report for *(Project Title & UNDP PIMS ID)* **Reviewed and Cleared By: Commissioning Unit (M&E Focal Point)**

Name: _____

Signature: _____ Date: _____

Regional Technical Advisor (Nature, Climate and Energy)

Name: _____

Signature: _____ Date: _____

The following is a template for the TE Team to show how the received comments on the draft TE report have (or have not) been incorporated into the final TE report. This Audit Trail should be listed as an annex in the final TE report but not attached to the report file.

To the comments received on *(date)* **from the Terminal Evaluation of** *(project name) (UNDP Project PIMS #)*

The following comments were provided to the draft TE report; they are referenced by institution/organization (do not include the commentator's name) and track change comment number ("#" column):

Institution/ Organization	#	Para No./ comment location	Comment/Feedback on the draft TE report	TE team response and actions taken

Prepared by Project Coordinator, RVCC Project:

Lebone Molahlehi **Signature:** ..... **Date:** 08-Jul-2021

Approved by PS – Ministry of Forestry, Range & Soil Conservation

Lefu Manyokole **Signature:** ..... **Date:** 12/07/2021

Authorized by UNDP Deputy Resident Representative :

Nessie Golakai-Gould **Signature:** Nessie Golakai **Date:** 12-Jul-2021

Annex II: Itinerary of Activities of the Final Evaluation Mission

Tasks	Date
Literature review	25/8/21 – 5/9/21
Draft Inception Report submission	06/9/21
Inception report presentation	09.00AM 08/9/21
Final Inception report submission and approval	10/9/21
Data Collection and Analysis	
Fieldwork	13/9/21 – 24/9/21
Data Analysis and write-up	27/9/21 – 4/10/21
Reporting	
Draft Report	22/10/21
Receipt of comments from stakeholders	29/10/21
Final Report	12/11/21

Schedule for stakeholder consultations

Date	Activity	Venue	Time
13/9/21	Meeting with UNDP and PMU	UNDP	14.30 – 17.00
14/921	Meeting with PS Ministry of Forestry	Forestry	09.00 – 10.00
14/9/21	Meeting with Director Forestry	Forestry	10.00 – 12.00
14/9/21	Meeting with other Ministry officials involved in the project	Forestry	14.00 – 17.00
15/9/21	Meeting with Director Environment (GEF focal point)	Environment	09.00 – 11.00
15/9/21	Meeting with Director Meteorology	Meteorology	11.00 – 12.00
15/9/21	Meeting with PSC, TAC	Maseru	12.00 – 14.30
15/9/21	Meetings with other national stakeholders (NGOs, FAO and other development partners	FAO and other offices	14.30 – 17.00
16/9/21	Meeting with PMU	Forestry	10.00 – 12.00
17/9/21	Finalization of fieldwork tools		
19/9/21	Travel to the field Lithipeng		

20/9/21	Meeting community council and visit of 5/6 villages	Lithipeng	09.00 – 17.00
21/9/21	Finalising Lithipeng	Lithipeng	09.00 – 13.00
21/9/21	Travel to Khoelenya		
21/9/21	Meeting with DA, DPIC, DPCC	Mohale's Hoek	15.00 – 17.00
22/9/21	Meeting community council and 5/6 villages	Khoelenya	09.00 – 17.00
22/9/21	Finalising Khoelenya	Khoelenya	09.00 – 13.00
22/9/21	Travel to Thaba Mokhele		
23/9/21	Meeting community council and 5/6 villages	Thaba Mokhele	09.00 – 17.00
24/9/21	Finalizing Thaba Mokhele	Thaba Mokhele	09.00 – 13.00
24/9/21	Travel back to Maseru		
27/9/21	Meeting with PMU	PMU	09.00 – 10.00
27/9/21	Meeting with UNDP	UNDP	11.00 – 12.00

Annex III: Persons Interviewed

Name	Institution	Position	Gender	Date
Lefu Manyokole	MFRSC	Principal Secretary	M	13/9/2021
Lebone Molahli	PMU	Project Coordinator	M	13/9/2021
Mamorakane Makhetha	PMU	Project Finance Officer	F	13/9/2021
Limomane Peshoane	UNDP	Head, Energy and Environment Unit	M	13/9/2021
Malefetsame Nthimo	MFRSC	Director (acting), Soil Conservation	M	14/9/2021
Thabo Motsoane	MFRSC	GIS Manager	M	14/9/2021
Letsekha Mafereka	MFRSC	Systems Support Officer	M	14/9/2021
Thabo Mokotso	MFRSC	Chief Information Officer	M	14/9.2021
Sefora Naptjoane	MFRSC	Senior Information Officer	F	14/9/2021
Lebajoa Mahalefele	MFRSC	Chief Forestry Officer	M	14/9/2021
Sekoati Sekaleli	MFRSC	Director of Forestry	M	14/9/2021
Ratsele Ratsele	MFRSC	Director of Range Manamengt	M	15/9/2021
Matsele Chabeli	MFRSC	Chief Range Management Officer	F	15/9/2021
Tsitso Mafantiri	MFRSC	Range Management Officer	M	15/9/2021
Tsele Rantso	MFRSC	Range Management Officer	M	15/9/2021
Mofihli Phaqane	Ministry of Local Government	Rural Project Coordinator	M	15/9/2021
Stanley Damane	Ministry of Environment	Director of Environment, GEF Focal Point	M	15/9/2021
Mampho Thulo	Rural Self-help Development Association	Managing Director	F	15/9/2021
Mokitinyane Nthimo	FAO	Assistant FAO Representative	M	16/9/2021
Malipholo Hae	MFRSC	Principal Range Management Officer	F	16/9/2021
Kevan Zunkel	PMU	CTA	M	17/9/2021
Moeketsi Matia	MFRSC	Senior Economic Planner	M	19/9/2021
Mohale's Hoek District offices				
Mosoeunyane Moshoeshoe	MFRSC	District Forestry Officer	M	20/9/2021
Malepeke Lethaha	MFRSC	Senior District Forestry Officer	F	20/9/2021
Motlatsi Pheko	MFRSC	Senior District Conservation Officer	M	20/9/2021
Kholu Letseka	MHDC	District Council Legal Officer	F	20/9/2021
Litsitso Ramakhula	District Council	Secretary, District Council	M	20/9/2021
Neo Likotsi	MAFS	District Horticultural Officer	M	20/9/2021
Mapoloko Panyane	Thaba Mokhele Council	Assistant Administration Officer	F	20/9/2021
Relebohile Ramokoatsi	Ministry of Environment	District Environment Officer	M	20/9/2021

Mpolokeng Sekhesa	MAFS	District Animal Production Officer	F	20/9/2021
Thabang Khutlane	Lithipeng Council	Secretary, Lithipeng Council	M	20/9/2021
Mabataung Sekete	PMU	Project Field Facilitator	F	20/9/2021
Molefi Ramontsoe	MAFS	District Irrigation Officer	M	20/9/2021
Nkuebe Lerotholi	MFRSC	District Coordinator	M	20/9/2021
Khopiso Tsiloane	District Council	Chairperson, District Council	M	20/9/2021
Motlatsi Phasumane	PMU	Project Field Facilitator	M	20/9/2021
Mamolumo Hlophe	Ministry of Local Government	Secretary, Community Council	F	20/9/2021
Montseng Moeti	Ministry of Local Government	APP	F	20/9/2021
Malerato Lekhooa	MAFS	District Agricultural Officer	F	20/9/2021
Masebueng Lerotholi	MAFS	District Crops Production Officer	F	20/9/2021
Tsepang Makhetha	MFRSC	Range Technical Officer	F	20/9/2021
Thabo Letsie	Disaster Management Authority	District Disaster Management Officer	M	20/9/2021
District Administrator	Mohale's Hoek District	District Administrator	M	20/9/2021
Engagement with local communities				
Matumelo Makoetlane	Khoelenya	Ha Makhabane	F	20/9/2021
Moorosi Lerotholi	Khoelenya	Ha Makhabane	M	20/9/2021
Mohlalefi Makoetlane	Khoelenya	Ha Makhabane	M	20/9/2021
Mathabang Moqeti	Khoelenya	Ha Makhabane	F	20/9/2021
Vakene Molokoana	Khoelenya	Ha Makhabane	M	20/9/2021
Bafokeng Motsoane	Khoelenya	Ha Makhabane	M	20/9/2021
Thabang Motsoane	Khoelenya	Ha Makhabane	M	20/9/2021
Moleleki Panyane	Khoelenya	Maphutsaneng	M	20/9/2021
Laestock Laestock	Khoelenya	Maphutsaneng	M	20/9/2021
Moeketsi Mabaleka	Khoelenya	Maphutsaneng	M	20/9/2021
Lebuajoang Letsie	Khoelenya	Maphutsaneng	M	20/9/2021
Mokena Lena	Khoelenya	Maphutsaneng	M	20/9/2021
Tsepi Ntsoli	Khoelenya	Maphutsaneng	F	20/9/2021
Makoanyane Seleke	Khoelenya	Maphutsaneng	M	20/9/2021
Moikabi Luthe	Khoelenya	Maphutsaneng	F	20/9/2021
Manthati Thokoa	Khoelenya	Maphutsaneng	F	20/9/2021
Manthuseng Mpoto	Khoelenya	Maphutsaneng	F	20/9/2021
Masupha Letsie	Khoelenya	Maphutsaneng, Chief	M	20/9/2021
Rethethetsoe Lephatsoe	Khoelenya	Maphutsaneng, Councilor	F	20/9/2021
Sebapala Lerotholi	Khoelenya	Ha Mohlakana, Chief	M	21/9/2021
Mamorero Sieane	Khoelenya	Ha Mohlakana, Councilor	F	21/9/2021
Matebello Letsooa	Khoelenya	Nkhetheleng	F	21/9/2021
Matsireletso Lekeneha	Khoelenya	Nkhetheleng	F	21/9/2021

Matlokotsi Mphuthela	Khoelenya	Nkhetheleng	F	21/9/2021
Mamafisa Maisa	Khoelenya	Nkhetheleng	F	21/9/2021
Malithakong Lesaoana	Khoelenya	Nkhetheleng	F	21/9/2021
Matsepo Motiki	Khoelenya	Nkhetheleng	F	21/9/2021
Bokang Pululu	Khoelenya	Nkhetheleng	F	21/9/2021
Mamosa Motiki	Khoelenya	Nkhetheleng	F	21/9/2021
Makhuatsang Monaheng	Khoelenya	Nkhetheleng	F	21/9/2021
Sehloho Setlaba	Khoelenya	Nkhetheleng	M	21/9/2021
Malisemelo Lehloenya	Khoelenya	Ha Kono-kono	F	21/9/2021
Makatleho Nyamatana	Khoelenya	Ha Kono-kono	F	21/9/2021
Manthabeleng Nteko	Khoelenya	Ha Kono-kono	F	21/9/2021
Mapaballo Nyamatana	Khoelenya	Ha Kono-kono	F	21/9/2021
Malenkoane Tota	Khoelenya	Ha Kono-kono	F	21/9/2021
Matefo Lehloenya	Khoelenya	Ha Kono-kono	F	21/9/2021
Matholang Nyamatana	Khoelenya	Ha Kono-kono, Councilor	F	21/9/2021
Mateboho Lishea	Khoelenya	Ha Kono-kono	F	21/9/2021
Mamokete Leanya	Khoelenya	Ha Kono-kono	F	21/9/2021
Mapheello Mothata	Khoelenya	Ha Kono-kono	F	21/9/2021
Mathabiso Masunyane	Khoelenya	Ha Kono-kono	F	21/9/2021
Mechele Chalatsane	Khoelenya	Ha Kono-kono	M	21/9/2021
Mamorena Lishea	Khoelenya	Ha Kono-kono	F	21/9/2021
Setsili Tamane	Khoelenya	Ha Kono-kono	M	21/9/2021
Mohlouoa Nyamatane	Khoelenya	Ha Kono-kono	M	21/9/2021
Mahlonepho Ntsibulane	Khoelenya	Ha Kono-kono	F	21/9/2021
Sebabatso Ponto	Khoelenya	Morobong	F	21/9/2021
Richard Sefuthi	Khoelenya	Morobong	M	21/9/2021
Manthati Sefuthi	Khoelenya	Morobong	F	21/9/2021
Matelang Mokoaleli	Khoelenya	Morobong	F	21/9/2021
Mahlalefang Makhele	Khoelenya	Morobong	F	21/9/2021
Hlomelang Teane	Lithipeng	Shalane, Chief	M	22/9/2021
Mohale Litlama	Lithipeng	Shalane	M	22/9/2021
Marejeleng Mashapha	Lithipeng	Anone, Councilor	F	22/9/2021
Malefa Mokhsi	Lithipeng	Anone	F	22/9/2021
Neo Chefa	Lithipeng	Anone	M	22/9/2021
Tlalane Lenka	Lithipeng	Anone	F	22/9/2021
Tlalane Willie	Lithipeng	Anone	F	22/9/2021
Maphomolo Daniel	Lithipeng	Anone	F	22/9/2021
Mamokete Morapeli	Lithipeng	Anone	F	22/9/2021

Mampho Mosikele	Lithipeng	Anone	F	22/9/2021
Mamotlatsi Matete	Lithipeng	Anone	F	22/9/2021
Mapalesa Matete	Lithipeng	Anone	F	22/9/2021
Mantsoaki Nkaki	Lithipeng	Anone	F	22/9/2021
Mamonaheng Mathetse	Lithipeng	Anone	F	22/9/2021
Masajene Polaki	Lithipeng	Anone	F	22/9/2021
Mahlokomelang Khosi	Lithipeng	Anone	F	22/9/2021
Mathato Mashapha	Lithipeng	Anone	F	22/9/2021
Matebalo Mokhubane	Lithipeng	Anone	F	22/9/2021
Puleng Mosobo	Lithipeng	Anone	F	22/9/2021
Matumelo Mohlomi	Lithipeng	Anone	F	22/9/2021
Maphallang Tjakotja	Lithipeng	Anone	F	22/9/2021
Maliteboho Mashapha	Lithipeng	Anone	F	22/9/2021
Mantebaleng Mokhoabane	Lithipeng	Anone	F	22/9/2021
Matiisetso Kajane	Lithipeng	Anone	F	22/9/2021
Mathato Willie	Lithipeng	Anone	F	22/9/2021
Fusi Mokoma	Lithipeng	Anone	F	22/9/2021
Morena Shoaepane	Lithipeng	Ha Thabo, Chief	M	22/9/2021
Marejeleng Manyeli	Lithipeng	Ha Thabo	F	22/9/2021
Nthabeleng Kompi	Lithipeng	Ha Thabo	F	22/9/2021
Molati Zola	Lithipeng	Ha Thabo	M	22/9/2021
Matumelo Shoaepane	Lithipeng	Ha Thabo	F	22/9/2021
Mpolokeng Kompi	Lithipeng	Ha Thabo	F	22/9/2021
Reentseng Matatiele	Lithipeng	Ha Thabo	M	22/9/2021
Matokelo Nkuatsana	Lithipeng	Ha Thabo	F	22/9/2021
Tsitso Kompi	Lithipeng	Ha Thabo	M	22/9/2021
Mamorena Seqao	Khoelenya	Phatlalla	F	22/9/2021
Lereng Ngatane	Lithipeng	Planner, Lithipeng Council	M	23/9/2021
Lebohang Mabele	Thaba Mokhele	Majakaneng	M	23/9/2021
Mosoeunyane Monyane	Thaba Mokhele	Ha Ntseno	M	23/9/2021
Tsiu Serai	Thaba Mokhele	Ha Ntseno	M	23/9/2021
Malefetsane Setona	Thaba Mokhele	Ha Ntseno	M	23/9/2021
Leputle Serai	Thaba Mokhele	Ha Ntseno	M	23/9/2021
Mabakuena Rantemana	Thaba Mokhele	Ha Ntseno	F	23/9/2021
Malebeoana Ranku	Thaba Mokhele	Ha Ntseno	F	23/9/2021
Mpheulane Ntseno	Thaba Mokhele	Ha Ntseno, Chief	M	23/9/2021
Moeketsi Ntseno	Thaba Mokhele	Waterfall	M	23/9/2021
Nkesi Ranku	Thaba Mokhele	Waterfall	M	23/9/2021
Fusi Ntseno	Thaba Mokhele	Waterfall	M	23/9/2021
Tseko Tsoaeli	Thaba Mokhele	Waterfall	M	23/9/2021
Tumisang Griffiths	Thaba Mokhele	Waterfall, Chief	M	23/9/2021

Maruo Lenkoe	Thaba Mokhele	Makilanyaneng, Chief	M	23/9/2021
Lepekola Molefe	Thaba Mokhele	Makilanyaneng	M	23/9/2021
Matsotang Lenkoe	Thaba Mokhele	Makilanyaneng	F	23/9/2021
Mabakoena Isaka	Thaba Mokhele	Makilanyaneng	F	23/9/2021
Matibisi Lenkoe	Thaba Mokhele	Makilanyaneng	F	23/9/2021
Mamotselisi Lehana	Thaba Mokhele	Makilanyaneng	F	23/9/2021
Malokisang Ranyali	Thaba Mokhele	Makilanyaneng	F	23/9/2021
Matebello Malapane	Thaba Mokhele	Makilanyaneng	F	23/9/2021
Manthati Kheele	Thaba Mokhele	Makilanyaneng	F	23/9/2021
Maitumeleng Mohlomi	Thaba Mokhele	Makilanyaneng	F	23/9/2021
Makhabang Machaea	Thaba Mokhele	Makilanyaneng	F	23/9/2021
Mathabo Posholi	Thaba Mokhele	Makilanyaneng	F	23/9/2021
Malefu Lesala	Thaba Mokhele	Makilanyaneng	F	23/9/2021
Mateboho Lenkoe	Thaba Mokhele	Makilanyaneng	F	23/9/2021
Mantsane Motseleli	Thaba Mokhele	Makilanyaneng	F	23/9/2021
Mabatho Kheele	Thaba Mokhele	Makilanyaneng	F	23/9/2021
Mamaribe Maribe	Thaba Mokhele	Makilanyaneng	F	23/9/2021
Mathuhloane Mapanya	Thaba Mokhele	Makilanyaneng	F	23/9/2021
Mamojalefa Maribe	Thaba Mokhele	Makilanyaneng	F	23/9/2021
Mantoetse Posholi	Thaba Mokhele	Makilanyaneng	F	23/9/2021
Mathe Lesala	Thaba Mokhele	Makilanyaneng	M	23/9/2021
Lekhooa Posholi	Thaba Mokhele	Makilanyaneng	M	23/9/2021
Rapelang Mabea	Thaba Mokhele	Makilanyaneng, Councilor	M	23/9/2021
Thabang Lenkoe	Thaba Mokhele	Makilanyaneng	M	23/9/2021
Moeketsi Matsoso	Thaba Mokhele	Makilanyaneng	M	23/9/2021
Liau Lenkoe	Thaba Mokhele	Makilanyaneng	M	23/9/2021
Bataung Mafereka	Thaba Mokhele	Ha Mootsinyane	M	24/9/2021
Mea Molaoa	Thaba Mokhele	Mokali-motso, Councilor	M	24/9/2021
Khethang Posholi	Thaba Mokhele	Mokali-motso, Chief	M	24/9/2021
Mapaballo Thibakhoali	Thaba Mokhele	Mokali-motso	F	24/9/2021
Matebello Sello	Thaba Mokhele	Mokali-motso	F	24/9/2021
Malerotholi Hloai	Thaba Mokhele	Mokali-motso	F	24/9/2021
Momosebo Molaoa	Thaba Mokhele	Mokali-motso	F	24/9/2021
Maseeiso Hloai	Thaba Mokhele	Mokali-motso	F	24/9/2021
Makatleho Mochala	Thaba Mokhele	Mokali-motso	F	24/9/2021
Mabohlokoa Mobe	Thaba Mokhele	Mokali-motso	F	24/9/2021
Mareitumetso Mochala	Thaba Mokhele	Mokali-motso	F	24/9/2021
Matiisetso Hlakametsa	Thaba Mokhele	Mokali-motso	F	24/9/2021
Mabonang Makhethe	Thaba Mokhele	Mokali-motso	F	24/9/2021
Rathebe Posholi	Thaba Mokhele	Mokali-motso	M	24/9/2021
Thabang Mobe	Thaba Mokhele	Mokali-motso	M	24/9/2021
Peter Kali	Thaba Mokhele	Mokali-motso	M	24/9/2021
Mositi Selemo	Thaba Mokhele	Mokali-motso	M	24/9/2021
Tefo Mobe	Thaba Mokhele	Mokali-motso	M	24/9/2021

Aron Makhooana	Thaba Mokhele	Mokali-motso	M	24/9/2021
Maposholi Posholi	Thaba Mokhele	Mokali-motso	F	24/9/2021
Mathabelang Rakotsoana	Thaba Mokhele	Mokali-motso	F	24/9/2021
Makananelo Moholisa	Thaba Mokhele	Mokali-motso	F	24/9/2021
Mathabiso Mobe	Thaba Mokhele	Mokali-motso	F	24/9/2021
Matspiso Mobe	Thaba Mokhele	Mokali-motso	F	24/9/2021
Mamakhoana Makhoana	Thaba Mokhele	Mokali-motso	F	24/9/2021
Palesa Mochala	Thaba Mokhele	Mokali-motso	F	24/9/2021
Ntsane Khooa	Thaba Mokhele	Mokali-motso	M	24/9/2021
Mamorero Khooa	Thaba Mokhele	Mokali-motso	F	24/9/2021
Bore Motsamai	LENAFU	Member	M	26/9/2021
Neesie Golakai-Gould	UNDP	Deputy Representative	F	1/10/2021

Annex IV: Documents Reviewed

1. 26 Shade nets Retention Fee –Super Power
2. 2016 PIR Report
3. 2017 Annual Report
4. 2017 Programme Visits Reports
5. 2017 PIR-PIMS4630
6. 2018 Annual Report
7. 2018 Audit Report
8. 2018 GEF-PIR PIMS
9. 2019 Annual Report
10. 2019 GEF PIR
11. 2020 Annual Report
12. 2020 Q1 Report
13. 2020 Q2 Report
14. 2020 Q3 Report
15. Activity Progress Report VDMTs Training Workshops
16. Agenda 17 December 2015 2nd PSC Meeting
17. Apiculture questionnaire –CBA and CEA Tools
18. Auto CAD training Report 2-06.2020
19. Auto CAD training Report 5-05-2020
20. Back to office report community gatherings –Lithipeng
21. Back to office report for Chief's training
22. Back to office Report for councillor's Training
23. Back to office report for Lithipeng- T-Mokhele Chiefs
24. Back to office Report GIS training 2017
25. Back to Office Report Initiation of Grazing Association
26. Back to Office Report on training on CBPP
27. Back to office report –training FAO CC Project
28. Back to office Nursery Establishment
29. Back to office Report 8-12 Aug Lithipeng Councillor
30. Back to office report on fire management and bee keeping
31. Beneficiary database Khoelenya
32. BROR Western Cape Study Tour
33. BTO Report Inspection of schools interventions- water tanks
34. BTO Report Inspection of 157 rain water harvesting tanks
35. BTO Report village level chiefs
36. BTOR CFA Community Gathering July 2020
37. BTOR Conservation Agriculture Training March 2018
38. BTOR construction of Portable H2O systems Oct 2020
39. BTOR costing of Portable water systems May-June 2018
40. BTOR costing of Portable water systems Sept 2019
41. BTOR CTA Mission 2019 June Field visits
42. BTOR CTA mission Lesotho 2019
43. BTOR District Climate of 2019
44. BTOR Earth dam construction pre-bid conference
45. BTOR EIA for PWS 2021
46. BTOR Exhibition July 2019
47. BTOR Exhibition May 2018
48. BTOR Exhibition July 2019

49. BTOR Farmer Field School April 2019
50. BTOR Farmer Field School June 2018
51. BTOR Farmer Field School May 2019
52. BTOR Farmer Field School Sept 2019
53. BTOR Food preservation June 2018
54. BTRO Food Preservation Mar-April 2019
55. BTOR Farmers training on protected agriculture 2018
56. BTRO Grazing Association training March 2018
57. BTRO Installation of Lightning Protection Equipment 2018
58. BTRO Installation of Lightening Protection Equipment March 2018
59. BTRO Installation of Monitoring Equipment Sites 2018
60. BTRO Inter-council Committee 2018
61. BTRO JJ Construction June 2020 fencing
62. BTRO Local Leaders CFA June 2020
63. BTRO No Till 2018
64. BTRO On Progress Evaluation reading Erection of Shade nets and Green House 2019
65. BTRO Progress evaluation regarding erection of Shade nets and Green House- Thaba-Mokhele
66. BTRO Progress evaluation regarding erection of shade nets and Green House-Lithipeng
67. BTRO Portable Water System Last Retention fee
68. BTRO Portable Water Systems Site visits 2019
69. BTRO Poultry training 2018
70. BTRO PWS Retention Fee
71. BTRO Q1 Monitoring April 2019
72. BTRO Q3 Report and Q4 Plan Oct-Nov 2019
73. BTRO Seasonal Weather Outlook
74. BTRO Shade nets and PWS 2019 April Field visits
75. BTRO Small Stock training Dec 2020
76. BTRO Superpower July 2020- Shade Nets Structure
77. BTRO Supply and installation of 200 water tanks Jan 2021-
78. BTRO TCC construction –Fencing November 2020
79. BTRO Technical Staff Protected Agriculture 2018
80. BTOR Tsolelopele Construction Nov 2020
81. Water Cash Transfers data verification sep 2020
82. Water Tanks construction Dec 2019
83. Water Tank construction March 2021
84. Cash for Asset Reporting Template
85. Cash for Asset reporting template revised 20
86. CBPP training quoting pictures
87. Chiefs Meeting Report
88. Climate change –Integration into Socio
89. Climate change 2015-2016 Audit Report
90. Climate Change Adaptation Manual for Schools
91. Climate change course –Back to office report
92. Climate change scenario development –climate risk
93. Climate change scenario inception report
94. Climate change scenario report
95. Climate change toolkit
96. Climate change technical summary policy brief report
97. Climate risk final technical report

98. Communications Consultancy Progress Report
99. Communications Inception report
100. Conflict management training
101. Consolidated general comments on the socio-economic report-March
102. Consolidated M&E Plan 2017
103. Consolidated Training Report- climate smart Intervention 9Nov 2016
104. COP 25 Report
105. COP 23 NCCC Participation report
106. CTA second Deliverables
107. CTA Inception Report 17-8-2020
108. CTA Inception Report April 2016
109. CTA Inception Report August 2020
110. CTA Individual Work Plan –Kevan Zunckell
111. CTA Individual Work plan
112. CTA plan for technical backstopping Peer review 26sept 2017
113. Earth Dam construction Report by International consultant
114. EIA BTOR
115. FAO baseline study
116. Feasibility assess report
117. FFS Training Report
118. Figure 1 Maphutsanengd dam construction
119. Final BTOR on progress regarding Erection of Shade nets and Green House
120. Final Evaluation Report April 29
121. Final HR inception Report
122. Final Inception Report GIS Consultancy for RVCC project
123. Final Inception Report –climate risk
124. Final Land degradation risk report
125. Final MTR inception report
126. Final Progress status
127. Final report Scio-economic study
128. Final Technical Report GIS
129. Financial Audit Report- Reducing vulnerability to CC
130. Gender Review final report
131. GIS Consultancy evaluating GIS Capacity and skills development
132. GIS draft technical report
133. GIS forth deliverable report
134. GIS policy brief
135. GIS Third Deliverable report
136. Guidelines and Manuals for CBA and CEA
137. Guidelines Mainstreaming of Climate Change into NSDP II
138. Handing over notes June 2018
139. HR –Revised stocktaking and capacity assessment report
140. HR Anne IV capacity scoreboard
141. HR Capacity assessment report 2020
142. HR capacity development plan –final report
143. HR draft Inception report
144. HR revised inception report
145. Inception report –GIS consultancy
146. Inception report—socio-economic analysis
147. Inception report for the Natural Resources Consultancy draft final

148. Inception report
149. Inter Council ToR
150. Itinerary Feb-March
151. Monthly report Jan 2017
152. Catchment Supervisors Report Jan 2021
153. Plan June 2017
154. Project Document Annexes
155. List of Inception meeting participants
156. Lithipeng beneficiary Master list
157. LPAC
158. Mainstreaming climate change into NSDP II- Guidelines
159. Makilanyaneng Dam construction
160. Manual validation report-teacher student training
161. PLAN Mar 2017
162. Matariele Trip report UCPP
163. May report 2017
164. Minutes of DPCC-DPICC 4th Quarter 2017-Feb 2018
165. Missing Spare Wheel report
166. Monitoring trip to project sites and FAP project in Mafeteng
167. Monthly report Feb 2017
168. MTR report clearance form
169. Nampo harvest Day Report june 2016
170. PBB 2015
171. PBB 2016
172. Permaculture Farmer interviews Needs Assessment
173. Permaculture Specialist- Site Assessments and Farmer Interviews and Budget and Species BOQs Report
174. PIMS Environment social screening
175. PIMS MTR final
176. PIMS Project document final
177. Programme and Project management monitor Output verification
178. Programme and logistics for sensitisation meeting at community councils
179. Programme for project introductory meeting
180. Programme reporting 2017
181. Progress report Q1 2016
182. Project beneficiaries 2016-18
183. Project exhibition article on Sunday express
184. Project exhibition incidental s for IPs
185. Project outcome results
186. Project output results
187. Project report compilation form 2016-2020
188. Project result framework
189. PSC 1st meeting 15sept 2015
190. PSC-TAC comments on MTR evaluation draft report
191. Publication of project article
192. Q1 Progress report 2017
193. Q2 progress report 2016
194. Q2 Progress report 2018
195. Q2 Progress report 2021
196. Q2 progress report 2016

197. Q3 progress report 2018
198. Q3 Delivery Plan 2017
199. Q2 Report June 2016
200. Quarterly1 report 2018
201. Quarterl2y report 2019
202. Quarterly2 report 2017
203. Q4 report Dec 2016
204. Q report sept 2016
205. Questionnaire for cereal project –CBA and CEA tools
206. Questionnaire for Orchard project – CBA and CEA tools
207. Apimondia final draft report 2019
208. Report of community training workshops on Nursery establishment
209. Report of preconstruction pitsors for portable water systems
210. Report on Monitoring and support for bee keeping
211. Report on monitoring trip to project sites by PM and DPS May 2018
212. Report on monitoring trip to project sites in Mohale 2017
213. Survey summary repot INR
214. Review of NSDP performance 2
215. Revised communication Inception report
216. Revised strategic results framework Oct 2019
217. ROAR 2018
218. Audit report 2017
219. Q3 report 2019
220. Annual report 2020
221. Quarterly report 2020
222. Audit report 2020
223. CC training –capacity need assessment report
224. Incentive package guidelines
225. Integrated combined project M&E system final report 2017
226. MTR draft evaluation report 2019
227. Reviewed project result framework 2017
228. Version of ME to be used by resource groups and community council
229. Project brief
230. Project chief technical advisor 4th deliverable claim
231. Project Monitoring trip 2017
232. Q1 report 2019
233. Q2 report 2019
234. Recommendations and management response
235. SEU training- training report final
236. Mentorship report revised
237. Permaculture specialist inception report 2020
238. Permaculture specialist training schedule and garden plan 2020
239. Safety and security incident form
240. SEU –CBA apiculture and soil water conservation
241. SEU –economic analysis of apiculture and soil erosion
242. Report on training SUE on tools and analysis final
243. SEU-CBA for orchard and cereal
244. SEU guidelines and manual for CBA and CEA
245. SEU institutional Capacity needs ass repot
246. SEU training Evaluation report

247. SEU training plan 2018
248. Simplification results framework
249. Socio-economic final inception report
250. Scio-economic INR contract
251. Socio-economic survey summary report
252. Socio-economic unit trainees
253. Socio-economic unit training evaluation report
254. Soil and water conservation inception report
255. Soil and water conservation policy review and development inception report
256. Soil and water conservation training for farmers April-May 2018
257. Syoer power –retention fee BTOR for 26 schools
258. Supervision mission report Jan 2020-fencing for school interventions
259. Supervision mission report Mar2020 Shade-nets fencing and water tanks
260. Supervision mission report Mar school fencing by JJ construction
261. TAC GIS meeting report
262. Teacher student report
263. The Permaculture gardening handbook final master copy
264. Training manual of Hive production processing
265. Training of information officers report
266. Typology of cc adaptation and CSA agriculture practices Nov 2016
267. ME framework- Inception report 2017
268. COVID 19 related interventions
269. Dam construction supervision inception report
270. GIS training course material Jan 2017
271. Invests in reducing vulnerability from cc in the foothills
272. Micro-assessment report
273. Dam construction milestone 3 report
274. Second Mentorship report
275. Wetlands Indaba report
276. Work planning 2016

Annex V: Summary of Field Visits

Due to COVID-19 Pandemic situation International consultant could not visit Lesotho. National consultant had face-to-face interviews and also project site visits. International consultant joined interview through virtual means.

Mission initiated from 13th September with meeting with UNDP and PMU staff. From 14th to 19th meeting conducted with Principal Secretary, MFRSC, Director of Forestry, officials from MFRSC involved in the project, Director of Environment (GEF focal point), Director of Meteorology, members of PSC and TAC, Head of Energy and Environment Unit of UNDP, Acting Director of Soil Conservation, GIS manager, project finance officer, Director of Range management , Chief Range management officer, Managing Director of Rural Self-help Development Association, Assistant FAO Representative, Chief Technical Advisor, Senior Economic Planner, Principal Range Management Officer, etc. The field mission took place from 20th to 24th September 2021. In the field meeting with community council personnel from Lithipeng, Khoelenya and Thaba Mokhele, District Forestry Officers, Senior District Conservation officers, District Council Legal Officers, District Environment Officers, District Animal production Officers, Secretary of District councils, Project Field Facilitators, District Irrigation Officers, District Coordinator, Chairpersons of District Council, Secretary Community Councils, District Agriculture Officers, District Disaster Management Officers, District Administrators, and local communities took place. Detail list of individuals consulted are listed in the Annex III.

Annex VI: Evaluation Question Matrix

Evaluation Criteria/Questions	Indicators	Sources	Methodology
Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?			
Relevance: How does the project related to the main objective of the GEF focal area, country priorities and to the environment and development priorities at the local, regional and national level?	• Project objectives and activities related to objective of GEF focal area and priorities at national, local and regional level • Consistency and contribution to GEF focal area objectives and to national development strategies • Stakeholder views on project significance and potential impact related to the project objective	• Project documents, report vs. GEF document and Government development plans • Interview with authorities at different level	• Project report review in the light of GEF document and government's national development priorities • Interviews with relevant personnel
Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?			
Achievements: Are there indications that the project has completed its final targets that contributed to, or enabled progress towards mainstreaming climate risk in the land rehabilitation programme of Lesotho for improved ecosystem resilience and reduced vulnerability of livelihoods to climate shocks. Has capacity of the Ministry of Forestry and Land Reclamation and relevant departments to apply up-to-date climate science for the management of evolving risks and uncertainty linked to climate change? Are community empowered with skills, knowledge, partnerships and institutions for managing natural resources to reduce vulnerability to climate	• Management score card. • Population status of key species • Score of financial sustainability. • Budget for capacity development. • Reduction in climate change risk. • Improved ecosystem resilience and reduction of vulnerability .	• Project Reports • Interview with stakeholders. • Observation in the field.	• Review of project reports/documents. • Interaction with local to national level stakeholders. • Field observation.

change and increase resilience of natural and social capital? Is result framework appropriate to analyse the progress towards the development objectives? Are activities and indicators SMART?			
Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting and project communications supporting the project's implementation?			
Efficiency: Was the project implemented efficiently in-line with international and national norms and standards?	• Reasonableness of the costs relative to scale of outputs generated • Efficiencies in project delivery modalities Consistency and contribution to GEF focal area objectives and to national development strategies • Changes in project circumstances that may have affected the project relevance and effectiveness	• Financial statements • Project structure and function • Project document and annual reports • Experience of project staff and other relevant stakeholders	• Analysis of financial statements. • Analysis of project structure and functionalities • Analysis of project circumstances in project document (past and present) • Interaction with relevant stakeholders
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?	• Level of achievement of expected outcomes or objectives to date • Long term changes in land across the Foothills, Lowlands and the Lower Senqu River basin and management processes, practices and awareness that can be attributable to the project • Enhanced capacity of relevant institutions • Favourable management option and effective implementation of efficient and sustainable land management • Participation of women in all activities of the project	• Change in the ground situation observed. • Policy/strategy or program formulation activities included women and their issues incorporated. • Policies/strategies/ programs effectively implemented • Institutions strengthened	• Report with information on effective implementation of activities and strategies •Report on intuition setup •Interaction with the policy level people to ground level communities and field staff. • Polity document review report. •Field verification of activities
Impacts: Are there indications that the project has contributed	• Improved monitoring. • Increase in knowledge among communities	• Project Reports	• Review of project reports/documents.

to, or enabled progress towards rehabilitation of land across the Foothills, Lowlands and the Lower Senqu River Basin, increased awareness among the communities and evidence based management planning skills among the government staff and national strategy for rangelands and wetlands management strengthened?	regarding climate change risk management. • Measurable improvements from baseline levels in technical management capacity of government staff. • Two policy briefs developed including recommendations for the incorporation of climate change risk considerations into each of the national rangeland and wetland management strategy.	• Interview with stakeholders. • Observation in the field.	• Interaction with local to national level stakeholders. • Field observation.
Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?			
Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?	• Degree to which outputs and outcomes are embedded within the institutional framework (policy, laws, organizations, procedures) • Implementation of measures to assist financial sustainability of project results • Observable changes in attitudes, beliefs and behaviours as a result of the project • Change in knowledge among the local communities • Measurable improvements from baseline levels in knowledge and skills of targeted staff.	• Project report • Observation in the field • Interview with stakeholders	• Review of project reports. • Observation in the field to see impact on the ground • Interaction with stakeholders

Annex VII: Summary Evaluation of Project Achievements by Objectives and Outcomes

The Project Result Framework in the Project Document was reviewed in the Inception Report. The present evaluation matrix uses the version contained in the Inception Report and also used by the MTR.

KEY:

GREEN = Indicators show achievement successful at the end of the Project.

YELLOW = Indicators show achievement nearly successful at the end of the Project.

RED = Indicators not achieved at the end of Project.

HATCHED COLOUR = estimate; situation either unclear or indicator inadequate to make a firm assessment against.

Project Objective: To mainstream climate risk considerations into the Land Rehabilitation Programme of Lesotho (LRP) for improved ecosystem resilience and reduced vulnerability of livelihoods to climate shocks."

Project Strategy	**Indicator**	**Baseline level**	**End-of project target**[3]	**Source of Information**	**Risk and assumptions**	**Cumulative progress assessment based on PIRs (2015-Aug 2021)**
Objective	The use of climate-driven vulnerabilities and cost- effective planning to inform the implementation of the Land Rehabilitation Programme.	Climate change risks are not integrated into the Land Rehabilitation Programme. Target sites are chosen on an *ad hoc* basis. Rehabilitation and management measures are not tailored to specific	Climate-driven vulnerabilities and cost-effective planning are used to inform site prioritisation of target sites and the implementation of appropriate climate-smart ecosystem rehabilitation and management measures	PIRs, Annual and Quarterly reports and interviews		In the project sites the selection of brush control areas was focused of areas that were invaded by *Chrysocoma* species. Stone lines were constructed on eroding marginal slopes with gullies and poor grass cover and grass reseeding on marginal lands with poor grass cover as well. These activities showed a well throughout site selection

		ecosystems.				which stabilized the degraded lands and improved vegetation cover.
Outcome 1	% of MFRSC and relevant departments technical staff competent in skills for management of evolving risks and uncertainty linked to climate change	Baseline estimated at a score of 3. Baseline to be verified during year 1 of project implementation.	Capacity increased to a score of 7. Target to be verified during year 1 of project implementation.	PIRs, Annual and Quarterly reports and interviews		Although there are no definitive numbers, all staff of the MFRSC in Mohale's Hoek participated in various trainings that were conducted by the project. They accompanied the project facilitators to the field and in many cases implemented complementary activities such as building stone water tanks. They also provided expertise in the construction of irrigation systems, bee keeping, establishment of grazing associations and establishment of orchards.
Outcome 2	% of targeted population awareness of predicted adverse impacts of climate change and appropriate responses	Baseline level of awareness in target population to be verified during year one of project implementation.	Increase level of awareness to 65% in Khoelenya; 70% in Lithipeng; 80% in Thaba Mokhele	PIRs, Annual and Quarterly reports and interviews		Of the interviewed participants the following had awareness about climate change: 70% in Khoelenya, 66% in Lithipeng and 62% in Thaba Mokhele. This high level of awareness correlates with the many training workshops and community rallies that were organized for the communities by the project.

Outcome 3	Area of land (ha) successfully protected, better managed and rehabilitated under the climate-smart Land Rehabilitation Programme.	Not provided	By project end-point, at least 50,000 ha of land in the Foothills, Lowlands and the Lower Senqu River Basin under climate-smart LRP.	PIRs, Annual and Quarterly reports, GIS draft report and interviews		The project has achieved 20,000ha of the targeted land for rehabilitation using multiple methods which include brush control, stone lines for soil conservation, rested rangelands, donga rehabilitation and gully head stabilization in multiple villages in the project area. Additionally, the project has formed 19 grazing associations which improve the use of the rangelands. The hectare that will be impacted by this grazing associations is not fully quantified but will be a significant portion of the communal areas in those communities.
Outcome 4	Existence of policy briefs proposing policy revisions to address climate risk considerations in rangeland and wetland management strategies	National strategies do not adequately include climate risk considerations.	By project end-point, at least two policy briefs developed that include recommendations for the incorporation of climate risk considerations into each of the national rangeland and wetland management strategies	Draft soil conservation report and interviews		There is only one policy that has been developed by the project. It is on soil and water conservation. This policy is now in a draft form and is yet to be submitted to subsequent stages for completion.
Outcome 5	Existence of climate change adaptation measures in local	Development strategies do not adequately include climate change (as	By project end-point, climate change adaptation is integrated into local policy	PIRs, Annual and Quarterly		The project facilitated the climate change chapter in the NSDP and also developed the

	government development strategies.	provided for in the NSDP).	processes and development strategies (in the prodoc). At least two policy guidelines for incorporating climate science in the review/formulation processes on national sectorial strategies developed by 2019 (in Q3 2018 report)	reports and interviews		guidelines on mainstreaming climate change into sectorial policies in the country.
Output 1.1	Number of geo-based climatic, agro-ecological and hydrological information system tested in pilot area and ready for up-scaling to other districts in Lesotho.	Lack of a coordinated information system that compiles GIS information on climatic, agro-ecological and hydrological variables.	One geo-based information system established and operational, ready for up scaling to the rest of the districts in Lesotho by 2020.	PIRs, Annual and Quarterly reports and interviews		• The formulation of the Geographic Information System is complete. • Land degradation baseline Assessment is complete • The information system has been used to produce project information maps for the three councils and these maps aided local authorities in identifying and planning the location of the implementation sites during the planning process • Local Authorities and technical departments use land degradation hotspot maps for land rehabilitation. • Communities are continuing to use land

						degradation hotspots to inform and select land rehabilitation in their respective catchments. • One automatic weather stations have been installed in Lithipeng and procurement for second one is completed and will be installed soon in Khoelanya. • Geographic Information Systems (GIS) specialist has been engaged to support the GIS Team with capacity and mapping of the project interventions. • 28 GIS technicians have been capacitated on use and application of GIS in order to ensure that the GIS system becomes operational. • Three desktop computers, three ArcGIS licenses and three plotters that will enable the GIS team to upload, analyse data collected from the field on project interventions and print maps, have been procured and are already being used by the GIS

						technicians in the MFRSC and other line ministries. • The project in collaboration with LMS have engaged a telecommunication company to distribute early warning messages through short message service (SMS), which are being shared with the communities, government staff and community leadership through cell phones to inform decision making and preparedness against extreme climate change induced weather events. • The project has engaged Human Resources (HR) specialist who is carrying out an assessment of the capacity building work done by the project from 2016 to 2020, in order to inform the achievement of the target and make recommendation to the MFRSC for further capacity requirements. • The consultant has already started consultations with MFRSC technical staff, local leadership and land managers to conduct capacity gap

						analysis within the ministry and will provide a report at the end.
Output 1.2	Number of staff members in the socio-economic unit	No dedicated unit considering social capital issues in the selection of intervention methods.	By the end of the first year, a socio-economics unit is established. (Has trained staff, equipment, develops required data tools, conducts research, analyses data, produces reports for dissemination and use)	PIRs, Annual and Quarterly reports and interviews		• Four (4) staff members have been identified from the MFRSC departments and have formed the socio-economic unit. • 3 staff members have been trained in M&E basic principles, by a M&E Consultant. • Socio Economic Unit established and composed of the MFRSC planning unit and the DPIC members and have conducted the first cost benefit analysis, though it was not successful hence arrangements were made to re-engage a socio economic consultant. • SEU capacity building was conducted for 27 (9 males and 17 females) staff members from MRFSC, DMA, MAFS and have so far conducted cost-benefit analysis and monitoring of project interventions (bee keeping, cereal crop production,
	No. of staff trained in the socio-economic unit to conduct socio-economic research, production of reports and dissemination of information	Not provided				
	Number of required tools available for socio-economic data collection and analyses	Not provided				

						orchards, rangelands, soil and water conservation). • Socio Economic (SE) and Natural Resources Management (NRM) consultants have been engaged to train and support the SEU to conduct Cost Benefit Analysis (CBA) and Cost Effective Analysis (CEA) of project interventions • The consultants conducted training for 29 (12 males and 17 females) SEU members to capacitate them to conduct cost benefit analysis (CBA) and cost effectiveness analysis (CEA) of project interventions. • The capacity of the SEU to collect and analyse data has been enhanced through support with equipment/hardware (4 tablets have been procured for the unit).
Output 1.3	Number of climate-driven vulnerability assessments and cost-benefit analyses of specific	No rigorous assessments of climate-driven vulnerability or cost benefit	2 climate driven vulnerability assessments for each of the community council by 2020	PIRs, Annual and Quarterly	Only half of the target met i.e. only 1CBA and vulnerability	• Climate Change Baseline Assessment for 3 Community Councils is complete and is being disseminated to project

	adaptation interventions undertaken for each of the selected Community Councils.	analyses of climate change adaptation interventions undertaken at	2 cost-benefit analyses for each Community council by mid-2019 and March 2021	reports and interviews	assessment is not done.	stakeholders and beneficiaries in meetings and workshops orally and by distribution of hard copies and CDs. The baseline is being used to inform kind of interventions to be undertaken and to track key indicators. • Integrated M&E framework has been developed for collection of field based data. • The final report of the socio-economic baseline was submitted and approved and is being used in project programming and decision making including prioritization of women and vulnerable groups in project interventions. • One Cost Benefit Analysis have been undertaken in cereal crop production, bee keeping and orchard management, rangelands management. • The SUE conducted data collection and analysis on some project interventions (soil and water conservation, bee keeping, orchards and gran production) with support

						of the consultants. The CBA results will be used to inform the project on choice of interventions by the MFRSC and other partners to inform future planning and implementation of government projects.
Output 1.4	Number of technical guidelines on climate change adaptation interventions identified for the selected Community Councils.	No guidelines on climate change adaptation interventions have been developed for the selected Community Councils.	At least 10 technical guidelines reviewed/ developed by 2018.	PIRs, Annual and Quarterly reports and interviews	Target number of guidelines on CCA have not developed. Only few guidelines developed.	• The Project supported the development of a typology of Climate-Smart practices intended to inform implementation of natural resource conservation and management and policy development. • A review of the following manuals was made, Nursery establishment, Range Management, Construction of Water Harvesting structures and Construction of Soil Erosion Control Structures was conducted. Following the review 1000 copies of each of the following guidelines or manuals: Conservation Agriculture (Sesotho), Farmers Training Guide (Sesotho), Tank Construction (Sesotho), Soil and Water Conservation Brochure (Sesotho) have

						been printed and disseminated for use by farmers and technical staff. • Inter-ministerial Education Team developed a manual to raise awareness on environmental issues and provide up-to-date information on practical impact of land degradation and climate change and to instill innovation and life skills on environmental issues amongst youth in-and-out of school. • Climate change adaptation manual produced and ready for duplication. • 1000 beekeeping manuals have been duplicated for use in training apiculture farmers.
Output 1.5	Number of staff trained in climate science from engineering, planning and monitoring sections	Not provided	Four (4) staff trained (with engineering unit =1, planning unit = 2, monitoring unit =1).	PIRs, Annual and Quarterly reports and interviews	Training supposed to be on climate science but not on Auto CAC or M&E.	• Four (4) staff members from planning and monitoring have been trained in M&E. • Seven staff members from MFRSC and other line ministries were trained on Auto CAD for design of dams and other structures.
Output 1.6	Number of strategies developed	Not provided	One strategy for maintaining technical	Interviews	Not done.	No information was available on this. Apparently, the

	for maintaining technical capacity of MFRSC and relevant departments		capacity at MFRSC is developed and implemented by 2018			biggest change is that there was high staff turnover within the ministry which compromised the deliverable in this output.
Output 2.1	Number of technical staff trained in climate change adaptation, including restoring and managing ecosystems and agro-ecological landscapes.	Technical staff of the District Technical Teams, Regional Council staff and land managers have received limited training on climate change adaptation.	At least 50 technical staff of the District Technical Teams, District and Community Council staff and land managers trained by 2019.	PIRs, Annual and Quarterly reports and interviews	done	• 39 District technical staff members and 4 PMU staff members were trained on Conflict Management (8) on climate-smart agriculture, land rehabilitation and management practices (31). • 35 technical staff members trained on Climate Change Modelling and Risk Assessment • 19 Technical officers were trained on GIS. • 26 capacitated on Land Degradation Monitoring • 26 District officers participated in Community Based Participatory Planning training-of-trainers workshop (CBPP). • 6 District officers were capacitated in fire Management • 3 District officers capacitated on Beekeeping • 25 technical officers capacitated on the M&E Framework

						• 30 technical district officers capacitated on Socio-economic monitoring Seven (2 males and 5 females) technical staff attended an international no-till conference in Kwazulu-Natal to learn latest approaches and researches on Conservation Agriculture and land management strategies that can be replicated in the project site. • Eight (8) MAFS technical staff (Females) were trained on protected agriculture and drip irrigation management and maintenance • Seven technical staff (5 males and 2 females) attended an advanced training on bee products processing to increase capacity of the Forestry Department in bee keeping. • Nineteen technical staff (8 males and 11 females) attended training on fodder production with emphasis on different fodder and grass seeds that can be grown for livestock, soil erosion prevention and land

						rehabilitation in the project site. • Thirty three (33) technical staff from MAFS, MFRSC and Growing Nations (20 females and 13 males) been capacitated with basics of Farmer Field School concept in collaboration with FAO and the RVCC FFS Master Trainer to oversee FFS roll out in the project site. • 14 members of the MFRSC and DPIC participated in the South African Wetlands conference. • Permaculture consultant was engaged to develop permaculture demonstration gardens and to build capacity of technical staff and farmers on permaculture principles. • The Permaculture consultant has finalized development of permaculture training manual and costed permaculture demonstration garden plan has been developed and approved. The consultant has

						conducted site visits to collect data and has started design of gardens and is already supporting the process to procure inputs for the establishment of three permaculture demonstration gardens.
Output 2.2	Number of Local community members participating in training programmes on implementation of climate-smart ecosystem rehabilitation and management measures (data disaggregated by gender).	Not available	At least 3,500 Local community members trained by 2018. (No end of the project target available)	PIRs, Annual and Quarterly reports and interviews	done	• 87 (58 F, 27M) community members participated in awareness raising meetings and promotion and demonstration of Conservation Agriculture at Thaba Mokhele and Lithipeng **Community Training Totals** Khoelenya – 127 (83 F and 44 M) Lithipeng – 110 (39 M, 66 F) Thaba Mokhele – 120 (69 females, 51males) • 117 Local authorities in project areas were capacitated on legal measures for protection of the agro-ecological landscapes and are able to

						interpret and enforce environmental laws, thus supporting the protection of natural resources 58 Community Councilors (34 males and 24 females) 59 Chiefs 42 males & 17 females) • Farmers have been capacitated on Apiculture/beekeeping - Total: 782 (212 males and 570 females). (32.5%) • 261 District Disaster Management Team and community members (121 females and 140 males) participated in seasonal weather forecast awareness campaigns for the period of October 2018-March 2019 following early warning messages from LMS about predicted drought season. • 35 males and 5 females participated in bee keeping study tour and advanced training on bee products processing and have started producing products

						including propolis, wax, and candles as alternative sources of income from the enterprise. • 35 farmers (15 Females and 20 males attended protected agriculture study tour • 35 farmers (5F, 30M) and six (6) Inter Council Committee representatives undertook a study tour to learn about high density grazing management, wetland protection, and grazing associations' administrations as part on-going capacity building. • 52 Teachers and 1170 students (538 males and 632 females) in 27 schools were capacitated on climate smart ecosystem rehabilitation and management as well as other related environmental aspects, in line with the curriculum requirements, to raise climate change awareness and support implementation of climate

						change adaptation measures on the land. • 58 Chiefs (47 males and 11 females) were capacitated with legal tools to enhance their capacity to manage natural resources and execute their powers accordingly in land and natural resources disputes and related issues and to strengthen coordination in implementation of developments within their villages. • 112 females and 91 males were capacitated on fodder production for livestock and re-seeding of degraded rangelands. Approximately 1 ha of degraded rangelands was re-seeded as demonstration to farmers during the trainings • 2 lead farmers attended an international no-till conference in Kwazulu Natal to learn latest approaches and research on conservation agriculture and

						land management strategies that can be replicated in the project site. • 10 Para-veterinarians (males) were capacitated on animal health and production. After the training they have already started treating livestock diseases in their villages. • Awareness raising of community members was carried out as follows: • 12 males and 15 females were - orchard management • 58 males and 59 females - 'principles of conservation agriculture' • 12 males and 28 females participated - poultry production and marketing • 33 males and 51 females - effective management of grazing associations. • 59 females and 37 males participated - community based land degradation monitoring.

						• 179 males and 363 females - soil and water conservation training. • 86 males and 140 females - protected agriculture • 29 males and 214 females - food handling, hygiene and preservation. • 35 farmers (30 males and 5 Females) - members of four grazing association and 6 members of Inter Council Committee representatives undertook a study tour to learn about high density grazing management, wetland protection, grazing associations' administrations as part on on-going capacity building. • 35 farmers (15 Females and 20 males attended protected agriculture study tour • 32 males and 9 females - bee products processing 6 initial Farmer Field Schools established in the project sites • Demonstration of double digging management

						practice in the shade nets was conducted in 26 schools for teachers and parents during inspection of school interventions and some parents are assisting with double digging in the shade net structures at schools. • Review of permaculture training manual has been completed and will be used to influence food production resilience throughout the country way beyond the life of the project and will be fully implemented during permaculture trainings scheduled for 2021. • Demonstrations of FMNR, water diversion furrows, gabion and other structures, were conducted during routine monitoring and supervision of land rehabilitation interventions; for 554 males and 1668 females.

						• The project conducted seasonal weather forecast awareness campaigns to brief communities on anticipated weather in order to help farmers make informed decisions when engaging in agriculture production; 251 females and 151 males. • Small stock farmers were trained on small stock management, breeding and diseases control; 35 females and 23 males). • 200 members of the Village Disaster Management Teams (VDMT) were capacitated on the newly recommended residence building methods that are resistant to various disasters and also on integration of disaster risk reduction in community development projects (Male 48, Female 152.
Output 2.3	Local community members farmers, livestock owners and rural	Not available	One (1) operational inter-council land rehabilitation committee (ICLRC) established and	PIRs, Annual and Quarterly	Done	• Draft ToRs for the committee formulated. Members were nominated from the communities Inter-

	households) from Lithipeng, Khoelenya and Thaba-Mokhele Community Councils trained in construction and maintenance of climate-smart ecosystem rehabilitation and management interventions.		operational by 2018	reports and interviews		council land rehabilitation held its quarterly meetings since 2018 and will begin community advocacy program to encourage communities to take part in land rehabilitation initiatives throughout the project site. • ICLRC lead grazing associations study tour to Mokhotlong to learn other on-going LRP in the country including intensive livestock grazing. Inter-council committee has been established consisting of 16 members (Lithipeng 6, Khoelenya 5 and Thaba Mokhele 5). • Committee members participated in a workshop to understand their roles and responsibilities. • The Inter-council Land Rehabilitation Committee participated in the training workshop for community councillors from the participating councils, with special session provided by Chief Legal Officer-MLGCA to provide guidance on application of Environment Act of 2008

						for Sustainable use and conservation of natural resources
Output 3.1	Number of households across three Community Councils adopting climate-smart livelihood strategies, including climate-smart farming or agro-forestry practices	The number of households adopting climate-smart livelihood strategies will be determined during implementation.	At least 7,000 households adopting climate-smart livelihood strategies by 2020.	PIRs, Annual and Quarterly reports and interviews	Below the target. 34%	• 2, 380 households adopted climate smart livelihood strategies. They represent 34 % of the target. For most of them they had multiple interventions and trainings such as bee keeping, permaculture, climate adaptation, soil conservation, etc. • Also, the following interventions were achieved which had broader community impact: water harvesting tanks: Khoelenya – 275 Lithipeng – 362 Thaba Mokhele – 271 • Total of 623 households have been capacitated to implement climate smart methods by support with 3 stud rams to 3 grazing associations, provision of additional 120 solar dryers to increase food

						preservation initiatives following high adoption of preservation practices after the training. • Nine farmer groups were supported with nursery equipment to improve their fruit and firewood tree nurseries • 20,000 ha (40%) of the project site has been rehabilitated through donga rehabilitation, brush control and building of stone lines and practicing of rotational grazing and practicing crop rotations and conservation agriculture. o Lithipeng: 5167 ha under LRP o Khoelenya: 6164 ha under LRP o Thaba Mokhele: 6004 ha under voluntary LRP. • Approximately 120 solar dryers were given to some of the vulnerable households for food preservation using different methods.

						• Project has procured and allocated 4 greenhouses and 86 shade nets to support adoption of protected agriculture following training of 226 community members. • Procurement of grass and fodder seeds for rehabilitation of marginal land and reseeding of grasslands has been completed and will be followed up with capacity building for staff and communities to pursue land rehabilitation in the next cropping season. • Provision of summer seeds to 1500 households in three community councils. • Provision of LR equipment such as mattocks, sand bags, wheel barrows spades to groups in three community councils. • Provision of 3 ram studs to 3 grazing associations. • Provision of 7,500 dual purpose chickens and 1000

						broilers and 1000 layers to community members. • Provision of 10,000 fruit trees to 600 households across the project sites. • Eight community members were capacitated on nursery establishment and management. They were also given working tools. • A national consultant and an international consultant were procured who engaged in review and certification of Bill of Quantities (BOQs) and technical specifications developed by the National Consultant – civil engineer towards construction of earth dams at the project site. In the end the earth dams were not constructed. Pitting was done in selected areas to test soil suitability in proposed sites which can be used for later interventions. • 55 potable water systems were constructed and refurbished in the project site

						to improve access to clean water. • Guidelines and criteria (based on MFRSC LRP model) for the use of incentives to secure community and household commitments to the rehabilitation and sustainable management of land have been developed. • Meetings were held with implementing partners, local community leaders and public gatherings held with communities in different community councils to inform the about the cash for assets initiative – and how the cash is going to be disbursed- and energy efficient stoves, and their intended purpose as part • The project in partnership with World Food Programme (WFP) has started to disburse cash to communities engaged in land rehabilitation programme with aim to increase land under climate smart

						practices; The cash is also provided to the participating households as a way of complementing other interventions that are already being implemented by the project. Approximately 2,380 community members are participating in this initiative. • Training workshop was held for 25 (19 females, 6 males) LRP supervisors who are supervising implementation of LRP activities at community level as per MFRSC LRP guidelines and SLM Toolkit. They are engaged for a period of six months starting November. • 2300 energy efficient stoves have been procured as part of the incentive package to attract more people to engage in the Land Rehabilitation Programme and to increase the area of land under climate smart practices. The stoves have also been

						introduced as a mitigation measure towards promoting use of energy efficient technologies. The stoves were handed over to the communities at a ceremony that was officiated by the Hon. Minister of Forestry, Range and Soil Conservation and UNDP Resident Representative and other senior officers. The stoves are used for lighting and for charging phones but not for cooking. • As part of strengthening water harvesting capacity and supply as part of incentives for land rehabilitation efforts the following have been achieved: o Construction, refurbishment and extension of thirteen (13) portable water systems which provide clean water in fourteen (14) villages. o Supply and installation of 518 rainwater harvesting

						JoJo tanks have been provided and households are already using water for different water requirements. All schools in the area were provided with the water tanks for harvesting rainwater and in some cases some tanks were connected to the village portable water system. ○ Installation of irrigation equipment (drip kits) has been completed for 86 schools and communities based shade nets to promote climate resilient production and enhance food security. ○ A total of 64 fences were erected for schools and lead farmers. • 2,176 households were supported with maize, beans, sorghum seeds and fertilizer to promote cereal production, and enhance household food security,

						for 2020/2021 summer cropping season. • The project has also procured inputs (seeds, seedlings, vaccines and shade net structures) as ongoing support to farmer field schools in order to enhance adoption of Farmer Field School (FFS) extension model in the country for increased food production. • The land rehabilitation program (LRP) groups have been provided with grass and fodder seeds to reseed rangelands and marginal fields as part of reclaiming degraded areas. • The groups have also been provided with tools (hammers, wheel barrows, crow bars, chisels, spades, and mattocks) to speed up land rehabilitation activities. • Communities working under LRP have been provided with Personal

						Protective Equipment (PPE) (sanitizers, soap, face masks, thermometers, etc.) to protect them from health hazards that may be brought by the Covid-19 pandemic.
	Percentage of land under appropriate climate-smart ecosystem rehabilitation and management interventions (conservation agriculture, agro-forestry and water harvesting) in Lithipeng, Khoelenya and Thaba Mokhele Community Councils	Climate-smart ecosystem rehabilitation and management interventions are not currently implemented in the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils.	50,000 ha of land rehabilitated	PIRs, Annual and Quarterly reports, GIS team and interviews	Less than half of the target achieve.	The land under different forms of land rehabilitation and improved household cultivation methods stands at 20,000ha. This is 40% of the original target of 50,000ha.
Output 3.2	Number of functioning long-term monitoring field sites established at intervention sites for measuring the effects of climate-	Monitoring is limited to recording of outputs from quarterly and annual reports – because the LRP has no Monitoring	18 functioning long-term monitoring sites – including a control, experiment and benchmark – established by 2018	PIRs, Annual and Quarterly reports and interviews	Suppose to establish 18 monitoring sites but only 3 is done. Far below the target.	• Two (2) automatic weather stations and rain gauges were procured. One was installed and is functional at Shalane in Lithipeng. Second weather station in Khoelenya is yet to be

	smart ecosystem rehabilitation and management interventions on relevant ecosystem services	and Evaluation Unit.				installed at Ha Mootsinyane. Its installation was affected by lockdowns. • Routine collection of monitoring data is being collected by designated community members in 3 sites for further analysis by technical departments. Data collected include donga activity, range condition and rainfall. 3 monitoring sits have been established for monitoring rainfall, runoff, soil gain, vegetative cover and donga activity. • The M&E strategy developed by the Institute of Natural Resources PIRs, Annual and Quarterly reports and interviews PIRs, Annual and Quarterly reports and interviews of South Africa in 2018 has been revisited in order to ensure that it gets adopted by the MFRSC for

						implementation now and into the future. A matrix for the collection of data related to project interventions was developed to support the M&E process.
Output 4.1	Existence of policy briefs proposing policy revisions to address climate risk considerations in rangeland and wetland management strategies	National strategies do not adequately include climate risk considerations.	All national strategies for rangeland, cropland, and wetland management revised to include climate risk considerations by 2019	PIRs, Annual and Quarterly reports and interviews	Consultant hired, policy guidelines submitted but seems policy revision is not done to include CC risk.	• Consultancy for mainstreaming Climate change risk considerations in the NSDP II was completed. • The climate change and policy consultant submitted final report of climate change and policy guidelines for utilization by the relevant sectors
Output 5.1	Existence of a coordination strategy tailored for inter-ministerial and departmental coordination on climate change	No strategy in place to ensure coordination between national and district development teams	By project end-point, the coordination strategy is implemented.	PIRs, Annual and Quarterly reports and interviews	This result must be of 4.1. Here coordination strategy for inter-ministerial and departmental coordination on CC should be developed.	• Guidelines for the Integration of Climate Change in National Sectorial and Local Policies, strategies and Development Plan was developed in 2018
Output 5.2	Existence of revised local policies in agriculture,	Policies do not adequately refer to climate risk	By project end-point, at least one policy brief developed for each productive sector –	PIRs, Annual and Quarterly	Supposed to develop policy brief for each	• The project engaged a consultant who has contributed in the development of guidelines

	infrastructure and rural development with identified best practices and budgets for climate-smart interventions.	considerations.	agriculture, infrastructure and rural development – to include identified best practices and budgets for climate-smart interventions	reports and interviews	productive sector. But here guidelines on mainstreaming cc is developed.	on mainstreaming climate change into NSDP II.
Output 5.3	Number of policy briefs for design, appraisal and approval processes for District and Community Councils Development Plans for agriculture, infrastructure and rural development	There is no programmatic approach to mainstreaming climate risk considerations into development plans.	At least 6 policy briefs for integrating climate risk considerations into District and Community Councils Development Plans for each of agriculture, infrastructure and rural development programmes by 2019 (one for each of the plans and sectors).	Interviews	Nothing done.	There is no information available on this except that what was done happed at the national level.
Output 5.4	Number of people trained by the project on climate-resilient construction; land use and water resources planning; climate risk problems; and risk reduction and management		By project-end, at least 100 people (50% women) trained. Trainees must include representatives from local authorities; district planning units; structural engineers; urban and rural infrastructure planners; offers of the Ministry of Development			• Given the situation that prevailed of lockdown and movement restrictions, the trainings were not conducted as the project was not able to engage with the relevant departments and institutions to identify trainees and training

	measures (disaggregated by gender)		Planning, Ministry of Finance, and teaching staff from technical colleges and vocational training institutes.			institution. The trainings will be conducted in 2021.
Output 5.5	Best practices identified and guidelines developed for climate-smart land management in the Khoelenya, Lithipeng and Thaba-Mokhele Community Councils.		By project end, three best practices guidelines developed for (i) range management, ii) food security, and (iii) sustainable livelihoods in the Khoelenya, Lithipeng and Thaba-Mokhele Community Councils.	PIRs, Annual and Quarterly reports and interviews		•An exhibition was held in Thaba Mokhele to showcase project successes in SLM/CSA. •Documentation of project interventions with the MFRSC-In formation department for publication. •The project has engaged a Communications Specialist to support the project with the documentation and publication of project information to relevant stakeholders. •The information officers from MFRSC, MAFS and Local Government have been trained by the consultant on documentation and publication of best practices. The Information Offices of the MFRSC and MAFS have been supported with the

						modern equipment including cameras, laptops and complementary accessories to enhance the capacity of the ministries in information dissemination and documentation. •Documentation and sharing of Lesotho drought Story was completed and published with support from Regional Technical Advisor.

Annex VIII: Revised Table of Project Indicators

Evaluation Criteria/Questions	Indicators	Sources	Methodology
Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?			
Relevance: How does the project related to the main objective of the GEF focal area, country priorities and to the environment and development priorities at the local, regional and national level?	• Project objectives and activities related to objective of GEF focal area and priorities at national, local and regional level • Consistency and contribution to GEF focal area objectives and to national development strategies • Stakeholder views on project significance and potential impact related to the project objective	• Project documents, report vs. GEF document and Government development plans • Interview with authorities at different level	• Project report review in the light of GEF document and government's national development priorities • Interviews with relevant personnel
Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?			
Achievements: Are there indications that the project has completed its final targets that contributed to, or enabled progress towards mainstreaming climate risk in the land rehabilitation programme of Lesotho for improved ecosystem resilience and reduced vulnerability of livelihoods to climate shocks. Has capacity of the Ministry of Forestry and Land Reclamation and relevant departments to apply up-to-date climate science for the management of evolving risks and uncertainty linked to climate change? Are community empowered with skills, knowledge, partnerships and institutions for managing natural resources to reduce vulnerability to climate change and increase	• Management score card. • Population status of key species • Score of financial sustainability. • Budget for capacity development. • Reduction in climate change risk. • Improved ecosystem resilience and reduction of vulnerability	• Project Reports • Interview with stakeholders. • Observation in the field.	• Review of project reports/documents. • Interaction with local to national level stakeholders. • Field observation.

resilience of natural and social capital? Is result framework appropriate to analyse the progress towards the development objectives? Are activities and indicators SMART?			
Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting and project communications supporting the project's implementation?			
Efficiency: Was the project implemented efficiently in-line with international and national norms and standards?	• Reasonableness of the costs relative to scale of outputs generated • Efficiencies in project delivery modalities Consistency and contribution to GEF focal area objectives and to national development strategies • Changes in project circumstances that may have affected the project relevance and effectiveness	• Financial statements • Project structure and function • Project document and annual reports • Experience of project staff and other relevant stakeholders	• Analysis of financial statements. • Analysis of project structure and functionalities • Analysis of project circumstances in project document (past and present) • Interaction with relevant stakeholders
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?	• Level of achievement of expected outcomes or objectives to date • Long term changes in land across the Foothills, Lowlands and the Lower Senqu River basin and management processes, practices and awareness that can be attributable to the project • Enhanced capacity of relevant institutions • Favourable management option and effective implementation of efficient and sustainable land management • Participation of women in all activities of the project	• Change in the ground situation observed. • Policy/strategy or program formulation activities included women and their issues incorporated. • Policies/strategies/ programs effectively implemented • Institutions strengthened	• Report with information on effective implementation of activities and strategies •Report on intuition setup •Interaction with the policy level people to ground level communities and field staff. • Polity document review report. •Field verification of activities
Impacts: Are there indications that the project has contributed to, or enabled progress	• Improved monitoring. • Increase in knowledge among communities regarding climate	• Project Reports • Interview with stakeholders.	• Review of project reports/documents.

towards rehabilitation of land across the Foothills, Lowlands and the Lower Senqu River Basin, increased awareness among the communities and evidence based management planning skills among the government staff and national strategy for rangelands and wetlands management strengthened?	change risk management. • Measurable improvements from baseline levels in technical management capacity of government staff. • Two policy briefs developed including recommendations for the incorporation of climate change risk considerations into each of the national rangeland and wetland management strategy.	• Observation in the field.	• Interaction with local to national level stakeholders. • Field observation.
Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?			
Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?	• Degree to which outputs and outcomes are embedded within the institutional framework (policy, laws, organizations, procedures) • Implementation of measures to assist financial sustainability of project results • Observable changes in attitudes, beliefs and behaviours as a result of the project • Change in knowledge among the local communities • Measurable improvements from baseline levels in knowledge and skills of targeted staff.	• Project report • Observation in the field • Interview with stakeholders	• Review of project reports. • Observation in the field to see impact on the ground • Interaction with stakeholders

Annex VIII: Rating Scales

i) Criteria used to evaluate the Project by the Final Evaluation Team

Highly Satisfactory (HS)	Project is expected to achieve or exceed all its major global environmental objectives, and yield substantial global environmental benefits, without major shortcomings. The project can be presented as "good practice".
Satisfactory (S)	Project is expected to achieve most of its major global environmental objectives, and yield satisfactory global environmental benefits, with only minor shortcomings.
Moderately Satisfactory (MS)	Project is expected to achieve most of its major relevant objectives but with either significant shortcomings or modest overall relevance. Project is expected not to achieve some of its major global environmental objectives or yield some of the expected global environment benefits.
Moderately Unsatisfactory (MU)	Project is expected to achieve some of its major global environmental objectives with major shortcomings or is expected to achieve only some of its major global environmental objectives.
Unsatisfactory (U)	Project is expected not to achieve most of its major global environment objectives or to yield any satisfactory global environmental benefits.
Highly Unsatisfactory (U)	The project has failed to achieve, and is not expected to achieve, any of its major global environment objectives with no worthwhile benefits.

ii) Scale used to evaluate the sustainability of the Project

Likely (L)	There are no risks affecting this dimension of sustainability.
Moderately Likely (ML)	There are moderate risks that affect this dimension of sustainability.
Moderately Unlikely (MU)	There are significant risks that affect this dimension of sustainability.
Unlikely (U)	There are severe risks that affect this dimension of sustainability.

iii) Rating scale for outcomes and progress towards "intermediate states"

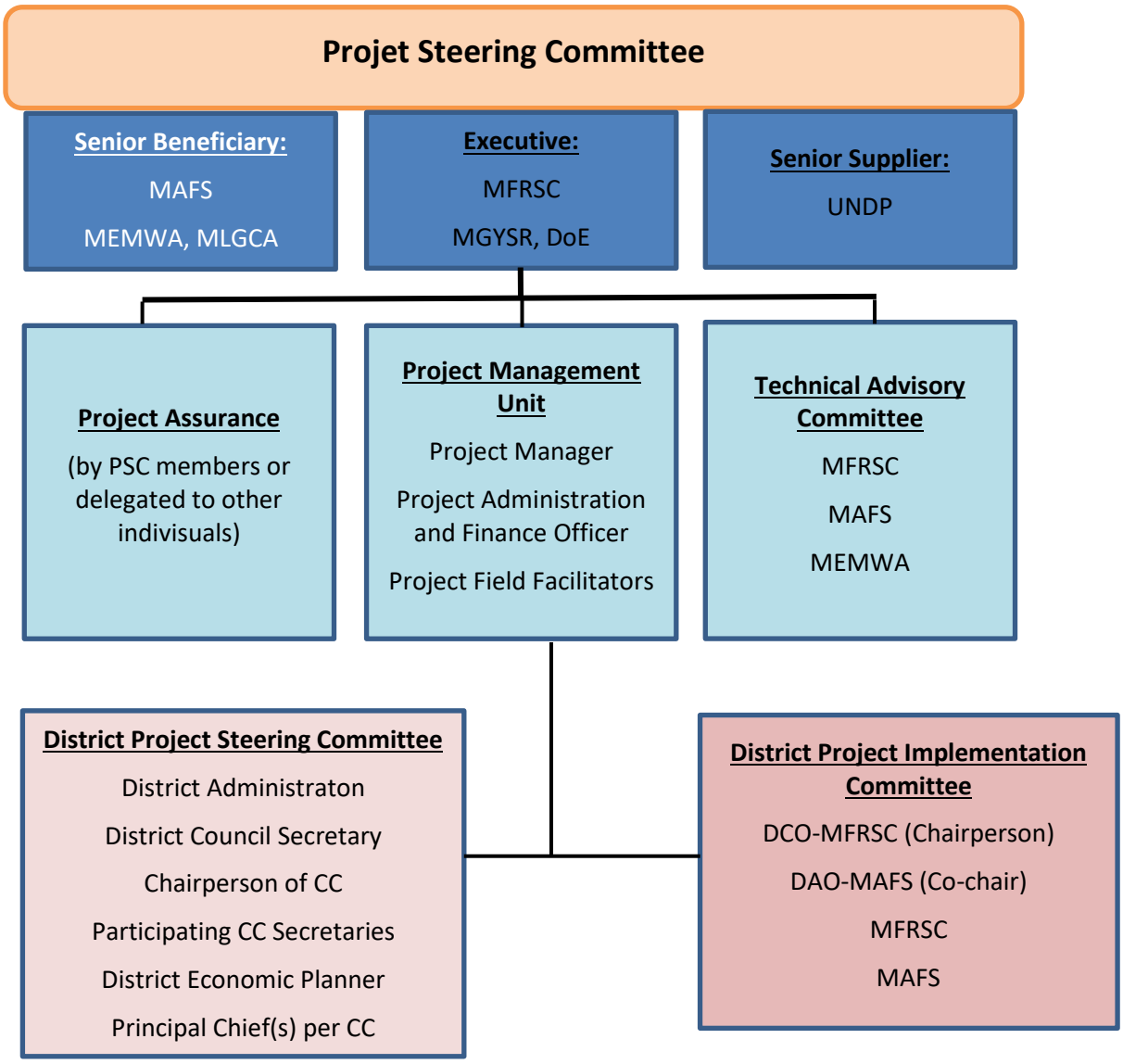
Outcome Rating	Rating on progress toward Intermediate States
D: The project's intended outcomes were not delivered	D: No measures taken to move towards intermediate states.
C: The project's intended outcomes were delivered, but were not designed to feed into a continuing process after project funding	C: The measures designed to move towards intermediate states have started, but have not produced results.
B: The project's intended outcomes were delivered, and were designed to feed into a continuing process, but with no prior allocation of responsibilities after project funding	B: The measures designed to move towards intermediate states have started and have produced results, which give no indication that they can progress towards the intended long term impact.
A: The project's intended outcomes were delivered, and were designed to feed into a continuing process, with specific allocation of responsibilities after project funding.	A: The measures designed to move towards intermediate states have started and have produced results, which clearly indicate that they can progress towards the intended long term impact.

NOTE: If the outcomes above scored C or D, there are no need to continue forward to score intermediate stages given that achievement of such is then not possible.

iv) Rating scale for the "overall likelihood of impact achievement".

Highly Likely	Likely	Moderately Likely	Moderately Unlikely	Unlikely	Highly Unlikely
AA AB BA BB+	BB AC+ BC+	AC BC	AD+ BD+	AD BD C	D

Annex X: Organizational Structure of Project



Annex XI: Evaluation Consultant Agreement Document

ANNEX E: EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT FORM

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders'dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form[1]

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Arun Rijal

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at *place*on*date* Kathmandu, 23.08.2021

Signature: _____

Annex XII:TE Report Clearance Form

Terminal Evaluation Report for *(Project Title & UNDP PIMS ID*) **Reviewed and Cleared By:**

Commissioning Unit (M&E Focal Point)

Name: _____

Signature: _____ Date: _____

Regional Technical Advisor (Nature, Climate and Energy)

Name: _____

Signature: _____ Date: _____

Annex XIII: Co-financing Table

Co-financing (type/source)	UNDP own financing (mill. US$)		GEF (mill. US$)		Govt. of Lesotho (mill. US$)		Total (mill. US$)	
	Budgeted	Actual	Budgeted	Actual	Budgeted	Actual	Budged	Actual
Grants	600,000	231,634	8,398,172	6,966,965			8,998,172	7,198,599
Loans/Concessions	-	-	-	-	-	-	-	-
• In-kind support	-	-	-	-	27,000,000	56,554,223	27,000,000	56,554,223
• Other	-	-	-	-	-	-	-	-
Totals							**36,552,395**	**63,752,822**

Annex XIV: UNDP-GEF TE Report Audit Trail

To the comments received in December 2020 from the Terminal Evaluation of the project titled, "Reducing Vulnerability from Climate Change in the Foothills, Lowland and the Lower Senqu River Basin (RVCC)"

The following comments were provided in track changes to the draft Terminal Evaluation report; they are referenced by institution ("Author" column) and track change comment number ("#" column):

Author	#/Date	Para No./ comment location	Comment/Feedback on the draft TE report	TE Team's response and actions taken
