Land Degradation Neutrality Target Setting Project

Report of the terminal evaluation

March 2019

This independent terminal evaluation assesses the results and performance of the land degradation neutrality target-setting project that was implemented by the Global Mechanism of the UNCCD and IUCN. The assessment is conducted against the criteria of relevance, efficiency, effectiveness, progress to impact, sustainability and a cross-cutting criterion looking at participation/gender considerations; building on its findings and analysis according to this criteria, the evaluation presents conclusions and recommendations to guide further action.

This evaluation was commissioned by the UNCCD Evaluation Office in cooperation with the IUCN, and authored by Ronnie MacPherson/Greenstate in September 2018 – March 2019. The views expressed are of the author and do not necessarily reflect those of the UNCCD secretariat, the Global Mechanism or IUCN.

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Acronyms

CBD	Convention on Biological Diversity
COP	Conference of the Parties (UNCCD)
CRIC	Committee for the Review of the Implementation of the Convention (UNCCD)
ESA	European Space Agency
FAO	Food and Agriculture Organization of the United Nations
GEF	Global Environment Facility
GM	Global Mechanism of the UNCCD
ISRIC	International Soil Reference and Information Centre
IUCN	International Union for Conservation of Nature
JRC	European Commission Joint Research Centre
LDN	Land Degradation Neutrality
SDGs	Sustainable Development Goals
SIDS	Small Island Developing States
SPI	UNCCD Science-Policy Interface
TPP	Transformative Projects and Programmes
TSP	Target Setting Project
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change

Executive Summary

Delivered from 2016 to 2019, the Land Degradation Neutrality Target Setting Project (LDN TSP) supported 106 countries in their efforts to establish national voluntary LDN targets and the baseline data necessary for measuring progress against those targets. The TSP guided participants through a structured process, providing countries with financial support and technical inputs including – for most countries – a consultant to facilitate the national effort. All of this was to be underpinned by knowledge management, including the development of detailed technical guidance and the facilitation of peer learning between participating countries. Managed by the Global Mechanism (GM) of the United Nations Convention to Combat Desertification (UNCCD) and the International Union for Conservation of Nature (IUCN), the $7.9m project benefited from a $2.75m Global Environment Facility (GEF) grant, which supported delivery of the work from November 2016 to April 2019, including financial support for 76 of the 106 participating countries.

This independent terminal evaluation assessed the TSP's performance against the criteria of (i) relevance, (ii) efficiency, (iii) effectiveness, (iv) progress to impact, (v) sustainability and (vi) a cross-cutting criterion looking at participation and the extent to which the project integrated gender considerations. The evaluation was based on primary and secondary data gathered through a combination of tools including interviews, documentation review, and an online survey. In addition to assessing the TSP's overall results, the evaluation also aimed to identify recommendations for advancing LDN, with a particular emphasis on the potential role of TSP project partners in that effort.

The evaluation found that the TSP was highly **relevant** to the needs of participating countries, and to the priorities of the project's partners. The number of countries involved, the variety of institutions *within* those countries, and the breadth of technical and financial partners that supported delivery also helped to raise the profile and understanding of LDN and the UNCCD, exposing many stakeholders to the concept of land degradation neutrality for the first time.

The project was also found to be cost and time **efficient**, with the TSP's rapid delivery achieved through a combination of a well-structured, easily replicated process, and a centralised operating model. Particularly noteworthy were the significant efficiencies gained through the high volume of co-financing mobilised, both cash and in-kind. However, the centralised operating model sometimes resulted in a reduced sense of ownership for countries, with a minority of participants being highly critical about the lack of control and influence they had on the process.

The TSP's relevance and efficiency in turn supported **effective** delivery: most project outputs and outcomes have been or are likely to be achieved, with the number of participating countries greatly exceeding original projections. Especially effective was the work to deliver the core outputs of establishing national baselines and defining national targets: the TSP's structured process, clarity of guidance, and quality of technical inputs all helped to ensure that the great majority of participating countries will meet these critical milestones. However, some aspects could have been more effective: limited work was undertaken on knowledge management (including outreach and the facilitation of peer-to-peer learning), and the TSP's approach to capacity building and development was insufficient for addressing some countries' needs.

A key output of the TSP – the establishment of National Working Groups – helped to build ownership of the process and ensured relatively broad **participation**, albeit with considerable variation across countries. However, **gender** dimensions were not well incorporated within the project's design and although some gender-focused work was eventually undertaken, this was somewhat reactive and unstructured.

Crucially, the whole process has laid critical foundations for achieving the long-term **impact** of achieving LDN. Within most participating countries, the project helped to generate considerable interest and momentum around LDN. But the potential loss of this initial momentum was identified as the primary risk to the project's

sustainability and long-term impact: with targets now set, participating countries now need to see the 'pay off' for their investment in the target setting process, and there is a pressing need to demonstrate that those targets can drive the achievement of LDN. The most important next step towards impact and sustainability was identified as the development of concepts for transformative projects and securing investment for their delivery. Building political commitment, raising broader awareness of LDN, and continuous capacity building and development were also pinpointed as crucial factors.

Key results

As of February 2019, the TSP had supported:

- The involvement of **106 countries** in the national LDN target setting process

- The development of **LDN baselines in 90 countries**

- The establishment of **national LDN targets in 75 countries**, with the TSP continuing to support a **further 31 countries** to set national targets

- The securing of formal, written **political commitment to national LDN targets in 51 countries**

Recommendations

The national voluntary targets set through the project are a very early step in a much longer process towards the desired long-term impact of LDN. Participating countries now have to work towards their targets by developing practical responses and securing the investment necessary to deliver those responses. While the GM, the UNCCD Secretariat and IUCN have neither the mandate nor the resources to provide intensive support to countries' individual efforts, decisions now need to be taken around how best they can help maintain the project's initial momentum, and how they can best support the global effort towards achieving LDN. Against that background, the evaluation made following recommendations:

1. **Develop a more systematic approach to knowledge management, learning and outreach**
   This should include scanning for and identifying knowledge gaps faced by countries working towards LDN, and developing products to address those gaps, including the facilitation of regular peer-to-peer learning events. For many countries, a priority knowledge gap to address is how to identify, develop and secure finance for transformative projects and programmes, including how to build a sufficient enabling environment within their countries for LDN investment.

2. **Make preparations to advise on capacity building and development options**
   TSP partners can not be expected to address every country's capacity needs, but it is highly likely that countries will be looking to TSP partners for – at the least – signposting towards appropriate support. A strategy should be developed for responding to such requests from countries, to include, for example, guidance on undertaking national capacity gap analyses, the development of a database on capacity building and development opportunities, and the identification of potential funding sources for capacity building and development.

3. **Develop guidance on integrating gender and co-benefits into LDN strategies and targets**
   While gender was not initially addressed by the TSP, the emphasis on gender has increased, not least through the TSP's recent *Checklist for LDN Transformative Projects and Programmes*, which has the potential to be highly influential on the design of upcoming LDN activity. Consequently, guidance should be developed for countries looking to mainstream gender within their national LDN efforts. Consideration should also be given to extending this work to explore stronger integration of livelihoods and other co-benefits within LDN strategies and targets.

4. **Explore options for closer harmonisation across the Rio Conventions**
   The TSP and the LDN concept have generated considerable momentum and political capital: right now, the UNCCD Secretariat and GM are in a comparatively strong position to drive forward and advocate for closer harmonisation across the three Rio Conventions. Practical options should now be identified for closer working with the CBD and UNFCCC Secretariats.

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5. **Revise some administrative procedures in advance of future project delivery**

   While day-to-day administration of the TSP was robust and efficient, applying a similarly centralised operating model in the future would benefit from clearer communication of 'business standards' to participants (particularly around eligible expenditure), and strengthening relationships with any UNDP Country Offices that are supporting in-country administration.

1.   Introduction

This report documents the independent terminal evaluation of the Land Degradation Neutrality Target Setting Project (LDN TSP), as delivered by the Global Mechanism (GM) of the United Nations Convention to Combat Diversification (UNCCD) and the International Union for Conservation of Nature (IUCN). The report commences with an overview of the project, followed by a description of the evaluation's approach. Findings are then presented against the six main evaluation criteria and questions. Building on these findings, conclusions and recommendations are provided for the GM, IUCN and other project stakeholders.

1.1   Project overview

Although the conceptual development of LDN is relatively recent (the definition of LDN was only formally endorsed by the UNCCD Conference of Parties in 2015), the concept has rapidly gained traction, not least through its inclusion in the Sustainable Development Goals (SDGs): SDG target 15.3 requests countries to "*combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land-degradation-neutral world*". Against this background, the UNCCD's Science Policy Interface (SPI) commenced work in 2015 to develop a scientific framework for LDN, including the design of indicators and methodologies for measuring and monitoring LDN[1]. In parallel to these strategic and methodological advances, the UNCCD Secretariat led a pilot initiative in 14 countries, exploring the feasibility of – and testing potential processes for – the setting and measurement of country-level LDN targets.

Building on these high-level developments and on the experience gained within pilot countries, the LDN TSP was conceived as an early-stage, practical response to the idea of LDN, and a means through which individual countries could lay some foundations for achieving LDN and SDG 15.3. Specifically, the project provided a structured process (including direct technical support) through which countries could establish **national voluntary LDN targets** and develop the **baseline data** necessary for measuring progress against those targets. All of this was to be underpinned by **knowledge management processes**, ranging from the development of detailed technical guidance, to the identification and sharing of good practices, to the facilitation of peer learning between participating countries.

The project's budget of $7.9m was funded through multiple sources including national governments, multilateral agencies, the UNCCD itself, and the largest contribution – the focus of this evaluation – coming from the Global Environment Facility (GEF). The $2.75m GEF grant was originally earmarked to support 70 participating counties, but this number was subsequently raised to 76 and – building on the extensive co-financing secured from other donors – a further 30 countries (106 in total) were ultimately supported through the TSP. Work on the GEF-supported elements of the project commenced in November 2016, due for completion in April 2019.

1.2   Main activities, inputs and outputs

All participating countries followed a broadly similar process and sequence of activities, the main steps being the establishment of **national LDN working groups**, the identification of **LDN trends and drivers**, the definition of **national LDN baselines and targets**, and the securing of **political commitment** to achieve those targets. Following the definition and political endorsement of national LDN targets, the project also offered some countries support to identify opportunities for **transformative projects and programmes** (TPPs) that could contribute towards achieving LDN.

In support of these steps, the project's inputs included development of **technical guidance** on the operationalisation and measurement of the LDN indicators being developed by the UNCCD's SPI, provision of **default LDN datasets** to support baseline development and target setting, **financial support** for the

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[1] *Scientific Conceptual Framework for Land Degradation Neutrality: A Report, of the Science-Policy Interface*, UNCCD, 2017

organisation of in-country workshops, consultations and travel, and – for most participating countries – the employment of a **national consultant** to support the whole TSP process. National consultants were in turn supported and advised by a team of **regional consultants**, and the GM and UNCCD Secretariat's own staff. Countries, national and regional consultants were also able to access a limited pool of **global experts** for inputs on specific technical issues.

For each country, the core deliverables were a **final report** compiling national analyses undertaken during the process, along with the confirmed baselines and targets. These final reports were to be accompanied by a **high-level note** confirming political commitment to the national LDN targets, with the aim being to secure endorsement of the targets at the highest political level within any given country.

1.3   Project management and partners

The TSP was managed by the GM in partnership with IUCN[2], with significant administrative support provided by the UNCCD Secretariat. A centralised operating model was applied, with the GM / UNCCD Secretariat managing all project funding. This included management of each country's funding allocation of up to USD 30,000 which in turn was used to finance – for example – national workshops and consultations. The centralised model extended to management of the project's regional and national consultants: the GM recruited, contracted and managed each consultant, albeit with input from Country Parties. Project logistics (e.g. workshop organisation) were also managed centrally, although significant in-country support – particularly for payment processing – was provided by UN Development Programme (UNDP) Country Offices.
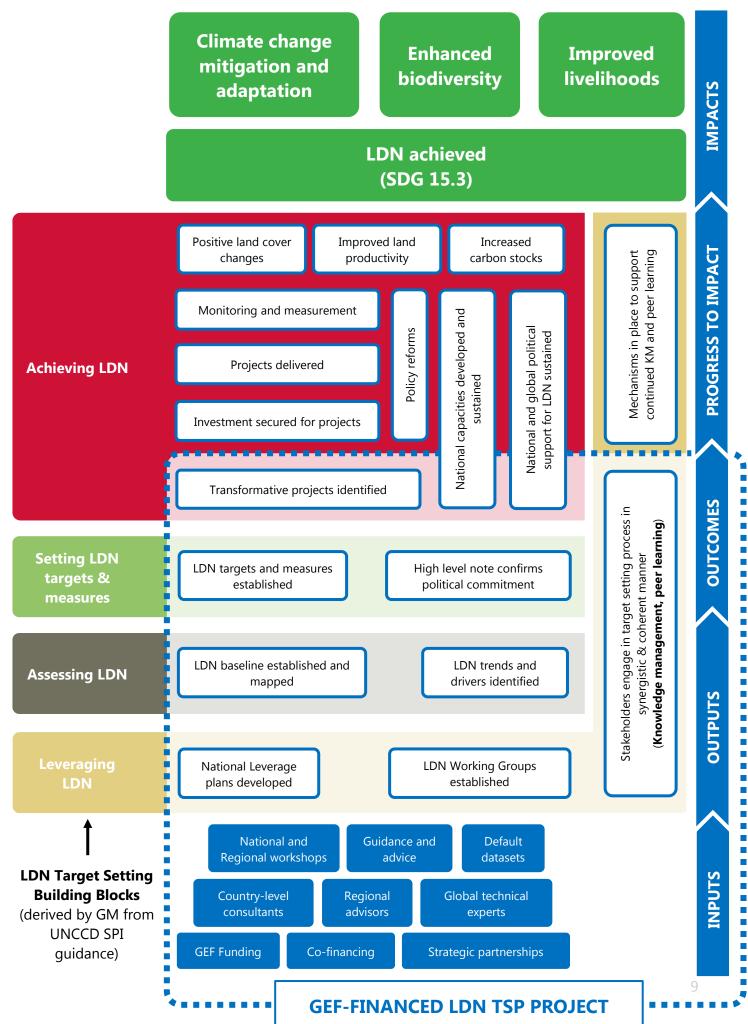
The project also drew on a series of technical partnerships. The UNDP led the target setting process in five countries, applying the TSP model but using their own funding to cover all associated costs. Additionally, the Food and Agriculture Organisation (FAO) provided financial and technical inputs for some participating Small Island Developing States (SIDS). Finally, partnerships with the European Space Agency (ESA), the European Commission's Joint Research Council (JRC), and the International Soil Reference and Information Centre (ISRIC) allowed TSP participants to access global default datasets for the three indicators used to measure LDN, namely land cover (default data provided by the ESA), land productivity (JRC), and soil organic carbon (ISRIC).

1.4   Theory of change

Theories of change (TOCs) are a common management tool summarising the basic rationale behind an intervention. They outline the results a project is aiming to achieve, the longer term impacts it aims to contribute to, how the project works towards those results, and the main assumptions behind the project's approach. In turn, TOCs also support the identification of key elements that should – in due course – be evaluated. As such, TOCs are frequently used as the starting point for developing evaluation approaches, and for identifying evaluation questions. The following TOC was developed during the evaluation's inception phase, following a review of the TSP's documentation (including the original results framework) and through discussions with the project management team.

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[2] In the context of the GEF funding, the IUCN acted as the Implementing Agency, the GM as the Executing Agency.

2. Evaluation approach

2.1 Objectives

The evaluation was directed by **two objectives**:

1. To provide evidence of results to meet **accountability** requirements, and

2. To promote **learning and knowledge sharing** through the achieved results and lessons learned, particularly for next steps in advancing LDN in the context of the UNCCD.

The **accountability objective** required assessment of progress against the project's expected results (outcomes and outputs) as expressed within the original GEF Project Document. However, the evaluation also aimed to identify unanticipated results (whether positive or negative) that were not originally articulated within initial project plans. To address the **learning objective**, the evaluation assessed the broader TSP strategy and process, exploring elements such as planning and coordination, both at the central UNCCD Secretariat/GM/IUCN level, and at the level of individual participating countries. In combination, these two objectives supported an assessment of the TSP's **overall performance**.

2.2 GEF, IUCN and UNCCD evaluation requirements

The evaluation was jointly commissioned by IUCN and the UNCCD and was undertaken – at least in part – to fulfil the evaluation requirements of the GEF. Consequently, the evaluation conformed to the evaluation policies and guidance of all three institutions. The three policies are complimentary, although the GEF's guidelines for terminal evaluations[3] are comparatively more prescriptive, establishing – for example – minimum standards and rating scales for certain evaluation criteria. Consequently, the evaluation was primarily directed by the GEF guidelines, although the IUCN and the UNCCD's evaluation requirements were also fully addressed.

2.3 Evaluation framework

The evaluation objectives, the evaluative requirements of IUCN, UNCCD and GEF, and the LDN TSP theory of change all provided the basis for the **evaluation framework**, which in turn underpinned and guided the whole methodological approach. The framework was structured against the standard OECD-DAC criteria[4] agreed for the evaluation (**relevance**, **efficiency**, **effectiveness**, **sustainability**). In line with GEF guidance (and acknowledging the very early, foundational nature of the TSP's potential contributions to long-term impact) the OECD-DAC 'impact' criterion was simplified to instead measure '**progress to impact**'. Additionally, a **cross-cutting** criterion was applied to support assessment of the project's approach to stakeholder participation, including the extent to which gender dimensions were addressed[5]. The framework identified **key evaluation questions**, supported by guiding **sub-questions** and an overview of **data sources** for addressing each question. The full framework is presented in **annex 2**, but the six key evaluation questions are presented below:

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[3] *Guidelines for GEF Agencies in Conducting Terminal Evaluation for Full-sized Projects,* GEF IEO, April 2017
[4] http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm
[5] The original framework listed cross-cutting as the final criterion, but the running order has been changed within this report to support a more logically sequenced narrative, with the cross-cutting criterion now addressed immediately after effectiveness

EVALUATION CRITERIA AND KEY QUESTIONS

1. **Relevance:** How well did the LDN TSP respond to the needs and priorities of the participating countries and institutions, and to global commitments?

2. **Efficiency:** How efficient was project delivery?

3. **Effectiveness:** Did the LDN TSP achieve its planned outputs and outcomes?

4. **Cross-cutting:** How participative was the LDN TSP process?

5. **Progress to impact:** How likely is it that the project's outputs and outcomes will contribute to long-term impacts, including the achievement of LDN?

6. **Sustainability:** To what extent are the LDN TSP's outputs and outcomes likely to be sustained?

2.4 Tools

To address the criteria and questions, the evaluation drew on a series of tools to gather and analyse qualitative and quantitative information:

- **Interviews:** 51 individuals were interviewed, primarily through face-to-face meetings during the 17th meeting of the UNCCD Committee for the Review of the Implementation of the Convention (CRIC 17) and at the UNCCD / GM headquarters. Additional interviews were held via Skype.

- **Desk review:** A comprehensive literature review analysed all relevant documentation including centrally produced material (e.g. conceptual frameworks, technical briefings, project monitoring data), material produced by participating countries (e.g. final reports, high level notes) and relevant external literature.

- **SPI survey**: In late 2018 the UNCCD's SPI undertook an online survey targeting national UNCCD Focal Points, scientists working on land issues and other key stakeholders, which sought to gather data on the nature and extent of country-level efforts to achieve LDN. Given the considerable overlap between the survey's audience and the core TSP stakeholders, the TSP evaluation consultant worked with the SPI to integrate some TSP specific questions within the survey. Responses to these questions – and indeed the broader responses gathered through the survey – represented a valuable additional data source for the evaluation. The survey received 359 responses, with 73 of those responses provided by individuals that participated in the TSP.

- **Data and policy synthesis reviews of LDN TSP country reports:** Concurrent with the early stages of this evaluation, the GM managed two separate consultancies to analyse the final reports produced by LDN TSP participants. These two synthesis reviews explored (i) how participating countries generated and used LDN-relevant **data** to develop national targets (also aggregating detail on the actual baseline data and targets defined by countries), and (ii) existing, new and developing **policies and legislation** of relevance to LDN within participating countries. These synthesis reviews proved to be a particularly valuable, timely input to the evaluation.

- **GEF Ratings:** In line with GEF requirements for terminal evaluations, various elements of project design, delivery and performance were graded against GEF's pre-defined rating scales[6]. The TSP evaluation was designed to ensure that all GEF-rated elements were *inherently* assessed during the evaluation process. The grading exercise was therefore based wholly on the evaluation's analysis and findings, and is presented as a standalone briefing in **annex 1**.

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[6] See Annex 1, *Guidelines for GEF Agencies in Conducting Terminal Evaluation for Full-sized Projects*, GEF IEO, April 2017

2.5   Key stakeholders

The following groups were the main TSP stakeholders, and consequently were the main interviewee groups during the evaluation:

- **Project management and support:** Staff from the GM, IUCN and the UNCCD Secretariat that were involved in the design and delivery of the TSP, along with national and regional consultants contracted to support the TSP process.

- **National Focal Points / Representatives:** National UNCCD Focal Points and/or representatives that led the TSP process within participating countries.

- **Partner Organisations and External Groups:** Financial and technical partners that supported delivery of the TSP, and other external groups that engaged with the process, or whose work was/will potentially be influenced by the LDN TSP in the long term.

2.6   Challenges and limitations

The TSP covered 106 countries, with financial, technical and in-kind support provided by 18 partners. Nominally, the focus of this evaluation was the GEF contribution, which financed support in 76 named countries. Although the GEF funds were clearly allocated to activities within that specific set of countries, the broader TSP was conceived of – and delivered as – a single, contiguous programme: the 76 'GEF' countries were treated no differently to other participants, receiving the same financial and technical support as those other countries. The evaluation *did* assess performance and results within the 76 'GEF' countries, but – given the project's contiguous operating model – the assessment of *overall* project performance and results necessarily drew on evidence from the 30 'non-GEF' countries. Consequently, evaluation findings related to overall (as opposed to country-level) project performance and results cannot be **attributed** solely to GEF investment. Instead, the GEF's support should be understood as a **contribution** to any results *alongside and as part of* the broader set of contributions received from the TSP's other donors.

As noted within the project documentation and the theory of change, the TSP represented only an early step towards the ultimate impact of LDN actually being achieved: a result that is still many years away for most participating countries. The GEF evaluation criterion of '**progress to** impact' is helpful here, as it recognises the long timescales to impact that are often inherent to GEF investments such as the TSP. In line with this approach – and instead of attempting to identify discrete impacts – the evaluation assessed the extent to which the project laid the **foundations for impact**, including how the project contributed to country-level preparations and strategies for achieving LDN.

The evaluation originally planned to gather much of the data through a series of case studies across 10-12 participating countries. However, as the evaluation progressed a case study approach was deemed to be disproportionate and inefficient, as a sufficient depth and quality of data was already available through other sources. During CRIC 17 (the main data gathering phase for the evaluation) emphasis was instead placed on engaging with a broader range of countries, focusing instead on identifying generalisable (as opposed to country-specific) findings.

As with many evaluations, much of the qualitative data collected was based on individual, subjective perceptions and opinions. To mitigate any subjective bias, findings were triangulated across sources and across data collection tools.

3. Findings

3.1 Relevance

EVALUATION QUESTION 1:
How well did the LDN TSP respond to the needs and priorities of the participating countries and institutions, and to global commitments?

SUMMARY OF FINDINGS
The evaluation found that the project was highly relevant to the needs of participating countries, and to the priorities of the TSP's technical and financial institutional partners. Evaluation interviewees overwhelmingly viewed the project as a logical, timely intervention that greatly helped to operationalise the concept of LDN, and helped to raise the profile of both LDN and the UNCCD. However, many interviewees also felt that the broader relevance of the project – and of the overarching concept of LDN – could be better demonstrated through clearer articulation of the complementarities between LDN targets and work being delivered through other relevant approaches and initiatives, including the other Rio Conventions.

Highly relevant to the needs of participating countries

Country representatives interviewed during the evaluation unanimously identified the TSP as a highly relevant intervention that greatly helped to address their country's LDN and UNCCD-related needs. Most immediately, the work raised the profile and understanding of LDN within their countries and – in doing so – demonstrated the *relevance and value* of LDN to their countries. Particularly important here were the National Working Groups and the associated national workshops, which often necessitated the involvement of a broader section of institutions and individuals than had previously been exposed to LDN. Aside from their core function of guiding and supporting the TSP process, the Working Groups and workshops therefore also served to increase national awareness of LDN and the UNCCD.

Many country representatives also felt that the relevance of the project was reinforced through its practical nature and the tangible outputs delivered. This practical focus helped to make the (UNCCD) Convention more concrete within their countries: the process of setting targets improved understanding as to how countries could support delivery of the Convention and – more fundamentally – improved understanding of the Convention itself. One quote is representative of the general view: "*[the project] has given us a clear direction and approach for implementing the convention*".

For some countries, the TSP's relevance was also assured through its tight alignment with SDG 15.3: given that LDN and SDG target 15.3 are essentially interchangeable, the TSP helped countries to take the initial steps necessary for meeting that target. Even for those countries that are not yet prioritising or focused on SDG 15.3, the TSP has *inherently* laid the foundations for working towards the target, so when countries do deepen their focus on SDG 15.3, their national efforts should have a 'head start' as a result of their participation in the TSP.

Further evidence of the TSP's relevance to country needs is the demand that the project has faced. Originally conceived as an intervention that would support 40-50 countries, by the time of the GEF funding submission in mid-2016 early expressions of interest had helped to raise this target to 95 countries (70 to be supported through the GEF grant). The subsequent launch of the project and its initial activity triggered further interest to the point that – as of February 2019 – 106 countries had participated or are participating in the project. This high level of interest strongly suggests that the TSP has responded to a gap in the LDN 'market', offering a model that is relevant to country needs.

Highly relevant to the priorities of institutional partners

The project was also highly relevant to the institutional priorities of TSP partners such as donors and technical organisations working on – for example – the development and maintenance of LDN-related datasets. As with participating countries, partner institutions appreciated the TSP's applied focus: this helped partners to better understand and identify specific ways in which they could now practically engage with LDN.

For the GEF in particular, the TSP was implemented in parallel with a marked deepening of the GEF's emphasis on LDN, and an increase in their resource allocation towards LDN. The TSP's work has therefore been relevant to GEF priorities by creating demand for newly ringfenced resources and establishing a context that should support the GEF's (and other donors') identification and prioritisation of funding. Also of demonstrable relevance to the GEF has been the GM-produced *Checklist for LDN Transformative Projects and Programmes* (TPPs), which was produced through the TSP and is being used by the GEF to support the screening and assessment of funding proposals.

Other partners noted how the TSP had helped to increase the attention being paid to LDN within their institutions. However, this perspective was not universal: some partners felt that – despite the TSP's contributions – LDN remains a 'niche' subject, with awareness restricted to those departments and individuals that only have an *immediate* interest in the subject. Even where LDN was highly relevant to a departments' work (e.g. ecosystem management, forestry) the profile and awareness of LDN was still limited or even non-existent amongst the staff base.

Another indicator of the project's relevance was the quantity of partners that contributed either financially or technically to the TSP, and the depth of those contributions. As explored in more detail below, the TSP attracted a significant volume of cash co-financing. But also important were the in-kind, pro-bono contributions to the project including, for example, the sharing of default datasets, the provision of technical advice, and – in the case of UNDP – the actual delivery of the TSP in some countries. Clearly, some of these in-kind inputs were *critical* to the project. The partners providing these critical yet 'free' inputs indicated that their motivation was indeed the relevance of the project to their own priorities: a successful TSP would likely bring increased value and attention to their own LDN-related work.

Potential for stronger alignment between LDN targets and other initiatives

There were diverse views around how well aligned the TSP was with other relevant initiatives and programmes. Some interviewees felt that the target setting process placed sufficient emphasis on identifying linkages between LDN and other related work in a country, and that this further strengthened the relevance, visibility and buy-in of the TSP (and more importantly, of LDN) across all national stakeholders. However, other interviewees felt that this was a shortcoming with the process, and that more resources could have been allocated towards identifying, for example, what and how existing land management activity may already be contributing to LDN and the targets set. The varied experiences here suggests that – at least in some countries – there is still a need to undertake more systematic mapping of the existing and potential crossovers between LDN and other sectors.

A majority of interviewees also felt there was a need for closer harmonisation across the three Rio Conventions (UNCCD, UNFCCC, CBD), whether through tighter alignment of indicators, datasets and monitoring processes, or through closer practical co-operation between the Convention Secretariats, or through stronger collaboration between the various Convention National Focal Points within countries. Although these are broader issues that are well beyond the mandate and objectives of the TSP, several interviewees felt that the momentum generated through the project – including an associated increase in exposure to and understanding of the UNCCD – could provide a platform for driving such harmonisation efforts forward.

3.2   Efficiency

EVALUATION QUESTION 2:
How efficient was project delivery?

SUMMARY OF FINDINGS
The evaluation found that project delivery was cost and time efficient, with the TSP's rapid delivery achieved through a combination of a well-structured, easily replicated process, and a centralised operating model. However, this centralised operating model sometimes resulted in a reduced sense of ownership for countries, with a minority of participants being highly critical about the lack of control and influence they had on the process. Most positive though were the significant efficiencies gained through the high volume of co-financing mobilised, both cash and in-kind.

Rapid, efficient delivery due to a well-structured, centralised operating model

The great majority of evaluation interviewees identified the speed of project delivery as one of the most impressive aspects of the TSP, particularly when taking into consideration the large number of countries that participated. The project's well-structured process and its set of clear, unambiguous milestones underpinned an efficient delivery approach that could be easily replicated across different countries and contexts.

But just as significant was the TSP's centralised operating model, whereby all funding was managed by the GM / UNCCD Secretariat (including country allocations of up to $30,000 for workshops, consultations etc.), and all regional and national consultants were centrally recruited, contracted and managed. This highly centralised approach supported the consistent application of standardised business processes and afforded the core project team strong oversight of progress within each country. The support service provided by UNDP Country Offices was pivotal here though: neither the GM nor the UNCCD Secretariat have country presences, so the TSP's use of UNDP Country Offices was essential for supporting logistics (meeting organisation, travel arrangements) and disbursing payments / expenses to national project participants. One interviewee noted that "*without the service provided by UNDP Country Offices, we would not have been able to deliver*".

Withdrawal of regional consultants centralised project management even further

The TSP's regional consultants were originally contracted to provide support up to December 2017. By that point a considerable amount of project activity and milestones had been delivered, but several countries were still in the early stages of the target setting process, and even those countries that *had* validated their national targets were still working on identifying potential TPPs. Consequently, many within the TSP's core project team felt that retaining the services of the regional consultants would have benefited project delivery, not least by continuing to provide a degree of decentralised, ad-hoc support for participating countries. However, senior management within the GM and the UNCCD Secretariat opted to stick with the original project plan, and regional consultant contracts were not extended. While saving resources, the decision placed an additional burden on GM / Secretariat staff (who were essentially required to fulfil functions previously delivered by regional consultants) and – for the latter stages of the project – resulted in even further centralisation of the TSP operating model. However, the move does not appear to have affected external perceptions of project delivery: country representatives interviewed during the evaluation did not report any post-2017 decline in the quality of TSP support.

Cost of project efficiency was sometimes a reduced sense of ownership

While undoubtedly cost and time efficient, the centralisation of project management did result in a degree of criticism from a minority of participating countries. Several National Focal Points felt that they did not have sufficient ownership of the work and that – in particular – the centralised recruitment and management of national consultants limited their ability to guide the national target setting process. A handful of country

representatives interviewed through the evaluation were particularly critical of what they perceived as the 'parachuting' in of national consultants, with no opportunities for National Focal Points to participate in the recruitment exercise. Within the same countries, National Focal Points were also critical of the consultants' line management resting with the GM: some interviewees felt that this arrangement reduced their authority, influence and ownership of the entire process. However, these were minority experiences: the majority of country representatives interviewed were highly satisfied and appreciative of the approach to recruitment and management of consultants.

In some instances the sense of ownership was also negatively affected by the centralised budget management, and a lack of clarity as to what could and could not be funded through each country's allocation of up to$30,000 . While the TSP developed succinct, clear 'business standards' that outlined eligible expenditure, these standards were sometimes not well communicated to National Focal Points. In a handful of cases, this resulted in some confusion and frustration around budget management. Also relevant here was the variability in service quality provided by UNDP Country Offices. The great majority of Country Offices were efficient and highly responsive to the TSP's requirements, but where service standards were lower (delayed payments, weak logistical support) this inevitably created frustrations for both National Focal Points and the TSP project team.

Another efficiency-related criticism voiced by some evaluation interviewees was the comparatively rigid timetable enforced by the project. A minority of interviewees felt that the TSP's relatively rapid turnaround was inappropriate, particularly for the political dimensions of the target setting process, whether that was securing buy-in from the necessary institutions, and/or achieving political endorsement of the targets at a sufficiently high level. Representatives from *non-participating* countries cited the TSP's short timescale as one factor that inhibited their involvement in the project.

But on balance the centralised operating model and rigid timetable was supported by the majority of country representatives, and by all project partners interviewed, with the benefits of time and cost efficiency generally viewed as outweighing any risk in reduced ownership. One quote summarises the cost-benefit calculation that the majority of interviewees made: "*the TSP was able to meet expectations <u>because</u> of the centralised control*".

Significant efficiencies gained through cash and in-kind co-financing

The original GEF Project Document proposed an overall budget of $5,735,974, with $2,752,294 (48%) to be supported by GEF and the remaining $2,983,680 (52%) to be funded by various co-financers, thereby targeting a co-financing ratio of 1:1 (i.e. $1 of co-financing to be raised for every $1 of GEF funding). This budget was to support the full programme, including national consultants and funding allocations for 70 (eventually 76) named countries.

However, the TSP's resource mobilisation efforts exceeded projections and by February 2019 a total of $5,149,108 in cash co-financing had been raised: 173% of the originally anticipated amount. Even before in-kind contributions to the TSP are taken into account, this raised the targeted 1:1 co-financing ratio to a materialised co-financing ratio of 1.9:1. Aside from the increased *volume* in co-financing, also notable also was the *number* of co-financers that eventually supported the TSP. Six potential donors were identified in the original GEF proposal, but by February 2019 a total of ten donors had supported the TSP through cash contributions, (including four of the originally anticipated five donors).

Notably, the foregoing analysis does not take into account the unquantified but clearly significant in-kind contributions received from TSP partners, and from the participating countries themselves. These contributions ranged from staff secondments, to the provision of the (essential) default global datasets, to the human and in some instances financial resources of participant countries. By definition, if these in-kind contributions were to be quantified, the co-financing ratio would be considerably higher than the above noted value.
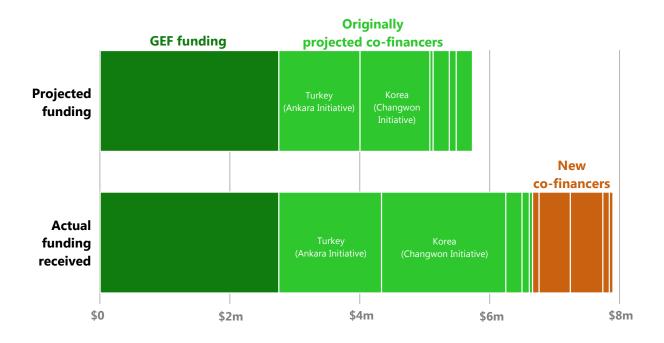
Fig. 1: Projected vs actual funding profiles for LDN TSP
(see annex 5 for full breakdown)

Most consequentially, the additional cash and in-kind resources enabled the TSP to extend support to 106 countries: 51% more countries than the originally envisaged 70 participants. Several evaluation interviewees pinpointed the extent of participation – 55% of all 193 United Nations Member States – as being a particularly impressive and strategically important achievement for the TSP, and for the UNCCD more broadly.

3.3 Effectiveness

EVALUATION QUESTION 3:
Did the LDN TSP achieve its planned outputs and outcomes?

SUMMARY OF FINDINGS
The evaluation found that most TSP outputs and outcomes have been or are likely to be achieved. Especially effective was the work to deliver the core outputs of establishing national baselines and defining national targets: the TSP's structured process, clarity of guidance, and quality of technical inputs all helped to ensure that the great majority of participating countries will meet these critical milestones. However, some aspects could have been more effective: limited work was undertaken on knowledge management (including outreach and the facilitation of peer-to-peer learning), and the TSP's approach to capacity building and development was insufficient for addressing some countries' needs.

Within the original GEF project document, three project components were proposed to deliver three project outcomes, which in turn were underpinned by associated outputs and targets:

Component 1: National LDN baselines	Component 2: National LDN measures and target setting	Component 3: LDN target setting knowledge management
Outcome: National LDN baselines defined and validated in 76 countries*	Outcome: National LDN targets and associated measures defined [in 76 countries]*	Outcome: Country Parties as well as international organizations and stakeholders engage in the LDN target setting process in a synergistic and coherent manner

* The original GEF results framework targeted 70 countries; however, GEF funding was subsequently allocated to a further 6 countries, so outcomes have been updated accordingly

However, as the project proceeded the target setting process (and its constituent outputs) were reframed around the LDN 'building blocks' model[7], which established four steps for achieving LDN:

1. Leveraging LDN	2. Assessing LDN	3. Setting LDN targets & measures	4. Achieving LDN
Key outputs/outcomes: • Leverage plan • Partner mobilisation • Multi-stakeholder engagement	Key outputs/outcomes: • Baseline established • Legal & institutional analysis • Trends and drivers	Key outputs/outcomes: • Targets defined • Measures identified • High level note	Key outputs/outcomes: • LDN included in national policies • Potential TPPs and financing identified

This reframing was entirely appropriate as it better reflected the (at that time) still evolving scientific conceptual model of LDN, and represented a clearer, easier-to-grasp 'journey' for TSP participants than the original three project components. The following assessment of effectiveness is therefore based on the full spectrum of TSP activity, considering both the original 'component' model (including knowledge management), and the adopted 'building blocks' model.

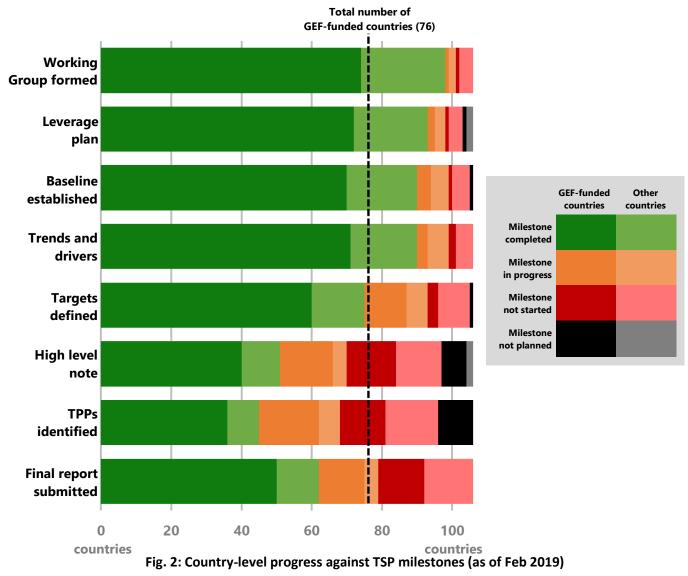### Most outputs and outcomes are likely to be achieved

The TSP delivery model and project monitoring system were structured around a series of milestones (analogous to TSP outputs) that, in turn, were primarily defined by the 'building blocks' approach. The extent of country-level progress against the most significant of these milestones / outputs is presented below, with data disaggregated by GEF-funded countries vs countries funded through other sources.

Clearly, the TSP process was particularly effective at supporting delivery of the core outputs, namely the establishment of national baselines and the defining of national targets. The above also confirms that the TSP is well on track to achieve full delivery of the first two GEF components / outcomes, and that – within most participating countries – solid progress has been made against the first three LDN building blocks.

Evaluation interviews provided further confirmation regarding the effectiveness of TSP support for establishing baselines and defining targets. Interviewees cited the most positive aspects as being the structured process and clear direction afforded by the project, the weight placed on broad participation and high-level political support, the clarity of written guidance, and the quality of technical inputs from national consultants, regional consultants, and GM / UNCCD Secretariat staff. The access to default datasets was

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[7] *Achieving LDN at the country level: Building blocks for LDN target setting,* GM/ UNCCD, 2016

appreciated, with the Trends.Earth platform frequently identified by project participants as being a particularly valuable resource. Also appreciated was FAO's support for SIDS and other smaller countries: the comparatively low resolution of default datasets was often inadequate for these countries, but FAO's inputs helped to mitigate so of the analytical problems and barriers.

Fig. 2: Country-level progress against TSP milestones (as of Feb 2019)

However, figure 2 also demonstrates that some important milestones / outputs are still to be delivered by a considerable proportion of countries, most notably the **high level notes** that confirm political endorsement of national LDN targets, and work to **map ongoing and potential TPPs and associated financing options**. The weaker performance against these milestones is partly explained by the chronology of the process: both milestones tend to be delivered towards the very end of a country's engagement with the project, so many countries that joined the TSP later are (as of Feb 2019) still working through the process.

But both milestones were also identified by many country representatives as the most challenging. Securing high level political endorsement was time-consuming and often sensitive to external factors beyond the control of National Focal Points and Working Groups, with the most tangible example being a change in national government (indeed, a number of TSP participant countries did experience this during the project timeframe, with their progress affected accordingly). The TPP / financing milestone was obviously far more under the direct control of the project and participants. However, it was also judged by many country representatives to be the *most* challenging milestone in the process, with many interviewees indicating that more support and guidance could have been provided here. At the same time, interviewees generally

appreciated that due to the relative infancy of LDN as a concept, all stakeholders – *including* potential donors – were still getting accustomed to the sector, with this learning process inevitably influencing the extent of progress.

Limited work undertaken on knowledge management and peer learning
The third component of the original project model (as per the GEF proposal) focused on knowledge management, including outreach and peer learning. Extensive technical material was produced during the project, with publications such as the Methodological Note and Technical Guide frequently commended by country representatives and other evaluation interviewees. This material has ensured that the technical dimensions of the target-setting process have been well-documented, represent an important contribution to the global body of knowledge around LDN, and – to an extent – have supported outreach efforts. A degree of LDN knowledge dissemination and awareness raising was also *inherently* achieved just by virtue of the project being delivered in so many countries to so many participants that previously had no exposure to LDN.

However – and notwithstanding the well-regarded technical knowledge products generated through the TSP – a number of interviewees did not feel that the project's approach to knowledge management and outreach was sufficiently strategic. Outreach in particular was judged by interviewees to be an aspect that could have been stronger. Several interviewees felt that more emphasis should have been placed on non-technical communications material, segmented for use with audiences such as politicians, policy-makers, private sector actors, and land users.

A similar pattern was found across the peer learning aspects of the knowledge management work. A degree of activity *did* take place, with several country representatives singling out the informal, multi-country Skype conferences arranged by some regional consultants as being especially effective. Regional TSP workshops and the higher-level COP and CRIC meetings also supported some peer learning. However, any peer learning work tended to be ad-hoc, unsupported by a systematic approach. This can partly be explained by the foundational nature of the TSP's work: limited peer learning was undertaken (particularly during the early stages of the project), because *there was limited learning available*. Countries that joined the TSP in the later stages of the project *did* have access to more learning and practical examples, drawn from the experience of the 'early' participant countries.

Although there were clear, essential linkages between the knowledge management work and the TSP's other activities, the knowledge component was more cross-cutting in nature and could largely be delivered independently of the individual country-level TSP processes. Possibly as a consequence of this cross-cutting, non country-specific nature, the component was not well-embedded within the (country-focused) LDN building blocks model that ultimately drove the TSP process. And given that the TSP's monitoring processes were tightly focussed on the building blocks model (as per fig. 2 above), there was little systematic monitoring of the project's knowledge management activity. This lack of monitoring may have contributed to the knowledge work slipping down the project's agenda, or – at least – not being grounded in the kind of structured approach that benefited the TSP's in-country work.

Capacity building & development activities did not adequately address some countries' needs
Capacity building and development was not an *explicit* output in either project model, and the extent of capacity building and development was never formally monitored. However, it was a cross-cutting, foundational theme for the project, with a fundamental assumption being that the TSP would build national capacities relating to LDN and LDN data, most notably within national monitoring institutions responsible for measuring the three LDN indicators. A significant proportion of project activity was squarely focused on capacity building and development: the workshops, webinars and direct technical inputs that were central to the TSP's day-to-day work all aimed to strengthen participants' knowledge, skills and capacities.

Much of this activity delivered capacity improvements: the majority of country representatives felt that individual and institutional capabilities within their countries had been strengthened to an extent. This was

partly a result of the TSP's guidance and training, but also simply through participation in the target setting process, following the pre-determined steps and – ultimately – learning by doing.

There were some criticisms though. Some country representatives felt that the TSP's capacity inputs were overly general, and inadequate for addressing their own specific requirements. While the TSP could not have been expected to address every country's capacity needs, some interviewees identified a gap in the process: the TSP could have helped countries to further assess their own capacity requirements, and subsequently help them to identify potential sources of support. One representative quote was that "*we need continuous capacity building*": the TSP did not have the resources for such intensive support, but there may have been an opportunity to help countries at least plan for ongoing support.

Although a minority view, some interviewees were also critical of the overall approach to learning that tended to be applied during the TSP's national and regional workshops, and within global events such as CRIC meetings. To quote one participant's experience of a regional TSP workshop, "*it wasn't capacity building, it was just two days of presentations*".

3.4   Participation

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EVALUATION QUESTION 4:
How participative was the LDN TSP process?
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SUMMARY OF FINDINGS
The evaluation found that a key output of the TSP – the establishment of National Working Groups – helped to build ownership of the process and ensured relatively broad participation, albeit with considerable variation across countries. Arguably of more importance though, the necessity of forming National Working Groups communicated to all countries that the *principle* of broad participation was fundamental to the target setting process, and that LDN needed to be based on the involvement of sectors and institutions from across the economy. However, gender dimensions were not well incorporated within the project's design and although some gender-focused work was eventually undertaken, this was somewhat reactive and unstructured.

Working Groups communicated and operationalised the principle of broad participation

Figure 2 above confirms that virtually all countries have formed National Working Groups to support the TSP process. The majority view across the National Focal Points interviewed was that these groups supported substantive, meaningful participation, broadening awareness of LDN beyond the 'usual' institutions (for example Land Planning Departments, Ministry of Environment, or their equivalents), facilitating new communication channels and sometimes initiating new collaborations. The Working Groups also helped to concretise the *principle* that – to quote one participant – LDN "*is everyone's business*". With that principle established, it became easier for National Focal Points and TSP consultants to make the case that wide participation across multiple sectors is a prerequisite rather than an option for achieving LDN.

While the Working Groups certainly helped to increase participation, most interviewees felt that – for many countries – the groups could have gone further and would have benefited from broader representation. These observations are supported by the project's Policy Analysis synthesis review of TSP final reports, the most notable findings being:

- Groups could have been "*more inclusive, as they seem dominated by government stakeholders, in particular from environment-related institutions*"
- The private sector was "*especially under-represented*"
- Groups had "*varying, but generally low, participation of women*"

In virtually all countries where representatives were interviewed, these Working Groups continue to exist, with most Groups having no fixed 'expiry date' for their work or mandate. Consequently, there is still scope to broaden membership and participation in the Groups and – by extension – in the longer-term LDN process.

Gender considerations not well integrated within project design and delivery

Bluntly, gender was not a factor within the TSP's design. No gender analysis was undertaken during the design process, and gender considerations were not discussed in any way within the GEF Project Document. The core technical guidance produced for the TSP was similarly gender-blind: *LDN at the country level* (the building blocks guidance), the compilation of *Guidance notes for Outputs and Outcomes of the LDN TSP*, and the *LDN TSP Technical Guide* contained no advice on gender dimensions beyond some basic encouragement to ensure National Working Groups have a gender balance. Far more positively, the more recently produced *Checklist for LDN TPPs* has a greatly increased and material emphasis on gender dimensions. Moreover, the checklist has real potential to have *substantive* influence on the design of TPPs – and hence on the *implementation* of LDN – particularly considering the GEF is using the checklist to inform its funding decisions.

Despite the lack of any consideration within the project's design and planning, some TSP participants did benefit from some gender-focused inputs. Fortuitously, the IUCN were implementing a separate project in parallel with the TSP that allowed IUCN to offer TSP participants a gender 'helpdesk' service, including advice on gender considerations during TPP design; however, the service was voluntary and on-demand, and certainly not a requirement for TSP participants. More broadly, IUCN also delivered some gender-focused sessions during regional and global TSP workshops. Clearly though, all these inputs were ad-hoc and somewhat reactive.

Related to the project's shortcomings in addressing gender, a minority of interviewees expressed some concerns about the TSP's technocentric approach to target setting, the lack of guidance around social considerations (including gender), and the resulting weight that targets placed on technical metrics, with no reference to – for example – livelihoods or other co-benefits. Some interviewees identified this as a potential barrier to ensuring broad, multi-sector participation in national efforts, and a missed opportunity for demonstrating the wider relevance, potential and value of LDN.

3.5 Sustainability and Progress to Impact

Sustainability and *Progress to Impact* are two separate evaluation criteria linked to two separate questions, but during the evaluation it became clear that there was considerable overlap between the related findings. Consequently, both criteria are addressed together within the following section.

> **EVALUATION QUESTION 5:**
> How likely is it that the project's outputs and outcomes will contribute to long-term impacts, including the achievement of LDN?

> **EVALUATION QUESTION 6:**
> To what extent are the LDN TSP's outputs and outcomes likely to be sustained?

SUMMARY OF FINDINGS
The evaluation found that the project's outputs and the broader TSP process have laid critical foundations for national and global efforts to achieve LDN. Within most participating countries, the project helped to generate considerable interest and momentum around LDN, and has increased the visibility and understanding of the UNCCD. But the potential loss of this initial momentum was identified as the primary risk to the project's sustainability and long-term impact: with targets now set, there is a pressing need to demonstrate that those targets can drive the achievement of LDN. Stakeholders consistently identified the most important next step towards impact and sustainability as developing TPP concepts and securing

investment for their delivery. Building political commitment, raising broader awareness of LDN, and continuous capacity building and development were also pinpointed as crucial factors.
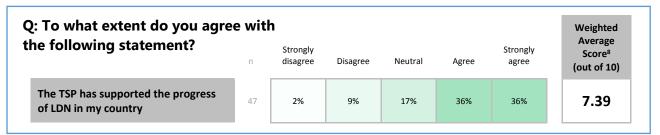
Project has laid critical foundations and generated considerable momentum for achieving LDN

As above, the TSP has been particularly effective at delivering the core outputs of establishing baselines and defining national LDN targets. These are prerequisites for any country that wants to identify and prioritise LDN-related activities, to monitor progress and – ultimately – to achieve LDN. The same baselines and targets can also inform the decision-making processes of institutions providing investment and technical support to LDN efforts. By definition then, the TSP's delivery of these outputs alone has established some necessary foundations for national and global efforts towards achieving LDN.

But the TSP was not intended to be just a mechanistic process undertaken solely for the generation of quantitative data and targets. The project aimed to draw in contributions and participation from multiple national stakeholders, including Ministries and non-governmental organisations that may not previously have had any engagement with LDN. In doing so, the project aimed to build awareness of – and consensus around – each country's long-term LDN ambitions. Securing high-level political endorsement of the targets would then help to solidify the project's outputs in each country, providing a degree of 'insurance' that action would actually be taken to achieve LDN.

For the majority of country representatives interviewed, these broader benefits did materialise. The TSP process gave impetus, focus and structure to national LDN efforts, raising awareness of LDN, but also helping institutions with no previous involvement to understand the relevance of LDN to their own work. Although the majority countries have still to secure high-level political commitment for their targets, there are instances of encouraging progress with, for example, Lebanon's high-level note (and hence national targets) attaining Presidential endorsement. The TSP's own Policy Analysis synthesis review confirms that – of the high-level notes that *are* already in place – most have been signed at least at Ministerial level.

The generally positive assessment from country representatives of the project's influence is further validated by responses from TSP participants as recorded through the UNCCD-SPI survey:

Q: To what extent do you agree with the following statement?	n	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Weighted Average Score[8] (out of 10)
The TSP has supported the progress of LDN in my country	47	2%	9%	17%	36%	36%	**7.39**

Fig. 3: UNCCD-SPI survey responses – TSP's contribution to LDN progress

The concluding statements of CRIC 17 provide further confirmation of the project's role in generating momentum: "*Parties welcomed with appreciation the achievements of the [TSP] in support of the strong political momentum created by [countries] to achieve LDN, which is reflected by the high number of [countries participating in the TSP]*".[9]

Progress to impact was also assessed positively by the project's technical and financial partners. Interviewees identified the national and *global* momentum generated through the project as a key achievement, with several noting that the work had increased the international visibility of UNCCD and given weight to the convention. One representative quote was that "*LDN [and the TSP] has done more to put the convention on the map than anything else*".

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[8] Calculated by assigning numeric values to response choices (Strongly disagree = 0, Disagree = 2.5, Neutral = 5, Agree = 7.5, Strongly agree = 10), then calculating (weighting) the overall average according to number/frequency of responses to each choice
[9] CRIC 17: Conclusions and recommendations, ICCD/CRIC(17)/L.2, (2019), UNCCD

Identifying how TSP's initial progress towards impact can be sustained

The theory of change (page 9 above) summarised the basic rationale of the TSP, identifying how the project would contribute towards the long-term 'journey' to achieving LDN. In considering how the TSP's initial **progress to impact** can be **sustained**, it is instructive to apply the evaluation's findings to the theory of change and – in turn – identify where the TSP has most clearly contributed, but also where more attention is likely to be required in the future. The following diagram provides summary assessments of progress towards each of the (abbreviated) theory of change's elements, focusing on those steps that are most immediately under the control or influence of the TSP and/or country participants.
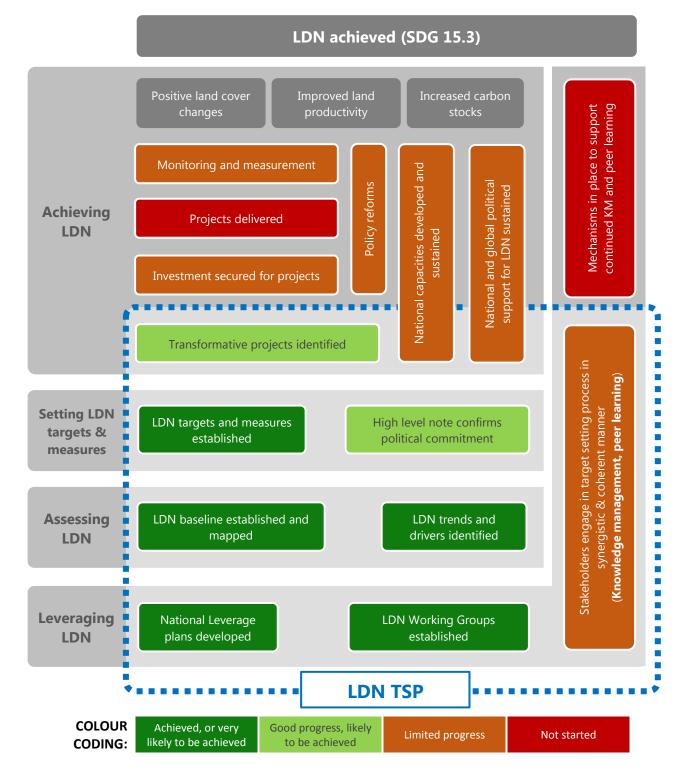

Fig. 4: Assessment of progress against theory of change

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The presence of several elements that are assessed as 'amber' (limited progress) or 'red' (work not started) should not necessarily be interpreted as a shortcoming of either the TSP or the work delivered by country participants. Rather, the theory of change describes the *long-term* pathway to achieving LDN: given that the TSP represented a very early step in that process, it is expected that *many* elements will have not yet been delivered or even initiated. However, the remainder of this section reviews which of these elements could be most influential on the long-term sustainability of the TSP's outputs and outcomes.

Securing resources, building political commitment and raising awareness identified as the main factors for ensuring long-term impact and sustainability

When asked to identify the main barriers to achieving LDN, almost every interviewee cited the *primary* current challenge as being the need to secure financial resources. The baselines and targets established through the TSP have set the parameters for what needs to happen in each country, but the majority of National Focal Points – and indeed the majority of institutional partners – are concerned about how much investment can be secured, and how quickly. One quote summarises the view at the more pessimistic end of the scale: "*the context is there, the funding is not*".

For those countries that have set their national targets, the process of developing TPP concepts and securing investment is now their main area of focus. While the TSP has been able to support a handful of participants in this initial work, the project's own resources are limited, so the great majority of participants will now be working on TPP development independently of the TSP. Most interviewees agreed that the conclusion of the TSP's support at this point is logical: the TSP can't be expected to support project development and financing in every country and – in any case – participating countries generally want and need to take ownership of the TPP process. Yet this was also identified by many interviewees as the point at which there was the greatest risk of losing momentum. All interviewees felt there was a need for some 'quick wins': clear examples of funding being secured explicitly for TPPs and LDN activity, with these examples in turn serving to demonstrate proof-of-concept for the target setting process and – in doing so – providing lessons and encouragement for all TSP participant countries.

A core concern for many interviewees was the infancy of LDN, the associated low profile of the concept (including amongst donors), and by extension the limited financing options currently available. The GEF was viewed as the most supportive donor at this stage, but one donor obviously cannot finance every country's LDN efforts. And this is where most interviewees expressed most concern: beyond GEF, the obvious (or, at least, 'easy') financing options were extremely limited. A minority of country representatives placed great store on the LDN Fund as a source of future finance, but it is not clear that this channel would be at all appropriate for many of the relatively small-scale TPPs that those country representatives were developing. Considering UNCCD-SPI survey responses is instructive here. From a pre-defined list of nine options, respondents were asked to identify what they anticipated to be the most likely sources of finance, as shown in figure 5 below.

Directly related to the development and financing of TPPs, several interviewees identified a further factor as being the need to build appropriate enabling environments for LDN investment within countries. Many TSP participant countries may have sufficient policies and institutional capacities to manage the potentially large investments required for achieving LDN, but other participant countries will likely need to develop appropriate legislative and institutional infrastructure before significant LDN investments can be secured.

While investment was viewed as the main challenge for TSP participants, the great majority of interviewees also identified building political commitment and raising awareness of LDN as being the two other primary factors that were integral to sustaining the TSP's initial progress. There has already been success on these two fronts, as evidenced by the high-level notes (political commitment), and the increased levels of awareness of LDN reported by country representatives and other evaluation interviewees. As with securing investment though, building levels of political backing and general awareness of LDN were viewed as critical 'pinch points' for ensuring that the TSP's momentum is not lost. National Focal Points in particular were

concerned about the lack of efforts so far in raising broader levels of awareness of LDN in their countries, including amongst the general public.

Q: What do you anticipate being the main sources of finance for LDN?	Ranking order
GEF	1st
National government budgets	2nd
UNCCD Global Mechanism	3rd
LDN Fund	4th
Green Climate Fund	5th
Blended public-private finance	6th
Provincial/local government budgets	7th
Bilateral donors	8th
Private sector	9th

Fig. 5: UNCCD-SPI survey responses on anticipated financing sources

Many interviewees – both country representatives and partner institutions – also identified continuous capacity building and development as being a prerequisite for sustaining each country's ongoing LDN efforts. While some countries will be able to address capacity requirements through their own resources, many countries will inevitably require targeted capacity inputs at various points, whether focused on technical processes such as data management and analysis, or 'softer' processes such as building political engagement and facilitating cross-Ministry planning.

These observations from evaluation interviewees are well supported by responses to the UNCCD-SPI survey. From a pre-defined list of 11 options, respondents were asked to identify what they assessed to be the five most important challenges for implementing LDN:

Q: What are the most important challenges that you perceive to implementation of LDN?	Ranking order
Insufficient awareness of LDN and understanding of concepts	1st
Insufficient finance	2nd
Insufficient high-level commitment to LDN	3rd
Insufficient cross-ministerial collaboration	4th
Insufficient data for baseline	5th
Insufficient technical support/capacity building	6th
Insufficient LDN implementation guidance	7th
Insufficient private-public collaboration	8th
Insufficient data for monitoring	9th
Global indicators unsuitable (additional national indicators required)	10th
Conflicting regulations (national, local administrative levels)	11th

Fig. 6: UNCCD-SPI survey responses on challenges for LDN

4. Conclusions and recommendations

The TSP was highly relevant to the needs of participating countries and the project's institutional partners, was time and cost efficient, and was effective at delivering its core outputs, with the number of participating countries greatly exceeding original projections. Should the remaining, 'late starter' participants deliver their final milestones (and there's no reason to suggest that the majority *won't* deliver these milestones) the project will have supported *most of the countries in the world* to establish national LDN targets.

The broad participation achieved through the project – the number of countries, the variety of institutions *within* countries, and the breadth of technical and financial partners that supported delivery – has also helped to raise the profile and understanding of LDN and the (UNCCD) Convention, exposing many stakeholders to the concept of land degradation neutrality for the first time.

These accomplishments have laid some essential foundations for achieving LDN, and – perhaps most promisingly – have generated considerable early momentum for that longer-term effort.

The targets set through the project are, of course, a very early step in a much longer process towards the desired long-term impacts of LDN. Participating countries now have to work towards their targets by developing practical responses and securing the investment necessary to deliver those responses. While the GM, the UNCCD Secretariat and IUCN have neither the mandate nor the resources to provide intensive support to countries' individual efforts, decisions now need to be made around how best the project partners can help to maintain the TSP's momentum, what their ongoing roles should be, and what support they can potentially provide to participating countries and the global effort towards achieving LDN. Against that background, the following recommendations are presented in priority order.

Develop a more systematic approach to knowledge management, learning and outreach

The technical materials developed through the TSP were highly regarded by participants and represent an important contribution to the global knowledge base around LDN. However, the project's broader approach to knowledge management and peer learning was underdeveloped. Participants identified some significant knowledge gaps across the sector, most notably relating to the development and financing of transformative projects, and in building an enabling environment within countries for LDN investment. It is understandable that such knowledge gaps exist: LDN is still a relatively new concept, and many of the main stakeholders (including donors and investors) are still learning and developing their initial responses to LDN. However, many participants believed that there was a clear role for TSP partners to fulfil here: they are very well positioned to identify global knowledge gaps, and are equally well placed to convene formal and informal communities of practice / learning groups to explore the challenges faced by countries that are working towards LDN.

Participants also identified outreach and awareness raising on LDN as being another appropriate role for TSP partners to fulfil. The TSP helped to build understanding of LDN amongst many important stakeholders that are *directly* involved in national LDN efforts. However, many participating countries felt that *broader* public awareness of LDN was required to maintain political pressure and to build on the momentum generated through the TSP.

Recommendation 1

The UNCCD Secretariat and the GM, in collaboration with IUCN and other key partners, should develop a more systematic approach to LDN knowledge management, learning and outreach. The approach should comprise at least the following components:

- **Continuous scanning** of the LDN environment to identify the main **knowledge gaps** faced by countries that are working towards LDN

- When knowledge gaps are identified, **development of appropriate responses / products** to address those gaps (the range of knowledge 'products' can and should be broad, including written material, web-based briefings, peer-learning events, direct technical advice)

- Organisation and facilitation of regular **peer-to-peer learning events** at regional and global levels (formal and informal platforms should be used, whether during COP meetings, or simply through periodic Skype conferences)

- Development of **targeted outreach / awareness raising products** that are segmented for **specific audiences** (e.g. politicians, policy-makers, private sector actors, land users)

The evaluation found that the most immediate, pressing knowledge gaps to address are **how to identify, develop and finance transformative projects and programmes** and – directly related to this – **how to build an enabling environment within countries for LDN investment**.

Make preparations to advise on capacity building and development options

Many TSP participants were concerned about their national capacity to monitor and deliver LDN targets, acknowledging that capacity building and development would likely be an ongoing requirement for the duration of their efforts. While TSP partners are not in a position to address every country's capacity needs, it is inevitable that countries will look to TSP partners for – at the least – signposting towards appropriate support. TSP partners are also well-placed to provide general guidance on the potential bottlenecks and associated capacity requirements that countries are likely to face.

Recommendation 2

The UNCCD Secretariat and the GM, in collaboration with IUCN and other key partners, should develop a strategy for responding to requests for capacity building and development support from countries that are working towards LDN. This strategy could include, for example:

- Guidance on how to undertake **national LDN capacity gap analyses**

- Guidance on **tackling common capacity gaps**

- Developing and maintaining a **database of LDN capacity building and development options**, covering (e.g.) training courses, formal education, direct inputs from (named) technical experts

- Developing and maintaining knowledge of **funding sources for LDN capacity building and development**

Develop guidance on the integration of gender and co-benefits in LDN strategies and targets

Gender was not integrated within the TSP's design and while gender was addressed during the latter stages of the project, this work was often reactive and unstructured. Some concerns were also raised regarding the lack of reference to livelihoods and other co-benefits within the majority of national targets. At the same

time, the TSP-produced *Checklist for LDN TPPs* does place considerable emphasis on gender dimensions, and has the potential to be highly influential on the design of upcoming LDN activity. Consequently, there is likely to be an imminent increase in demand for guidance on how to integrate gender considerations within LDN efforts.

Recommendation 3
The UNCCD Secretariat, the GM and IUCN, should undertake research into the integration of gender within LDN strategies and targets, with a view to producing **guidance** on how countries should mainstream gender within their national LDN efforts. Partners should also consider extending this work to explore the integration of **livelihoods and other co-benefits** within LDN strategies and targets.

Explore options for closer harmonisation across the Rio Conventions

Countries and donors have often called for closer harmonisation of the three Rio Conventions, whether through – for example – tighter alignment of indicators and monitoring processes, or through deeper practical co-operation between the Convention Secretariats. The TSP and the LDN concept have generated considerable momentum and political capital: right now, the UNCCD Secretariat and GM are in a comparatively strong position to drive forward and advocate for such closer cooperation and harmonisation.

Recommendation 4
Building on the momentum achieved through the TSP and the development of the LDN concept, the UNCCD Secretariat and the GM should identify **practical options** for closer working with the CBD and UNFCCC Secretariats, with a view to achieving **stronger harmonisation** across the three Conventions.

Revise some administrative procedures in advance of future project delivery

Day-to-day administration of the TSP was robust, cost-efficient, time-efficient, and commended by the great majority of participants. The centralised operating model underpinned the relatively speedy delivery of the project and – due to the replicability of processes – was an important factor in enabling so many countries to participate. However, for some participants the cost of this centralisation was a decreased sense of ownership. On occasion, that reduced sense of ownership was exacerbated by confusion over budget management, and inefficient in-country administration, particularly where UNDP Country Offices were not as responsive to the UNCCD Secretariat's requests.

Recommendation 5
If the UNCCD Secretariat and the GM apply a similar centralised operating model for future projects, the underlying 'business standards' (particularly guidance on eligible expenditure) should be **fixed in advance of implementation** and should be **clearly communicated to all participants** prior to initiation of any work.
If the services of UNDP Country Offices are to be retained to support in-country administration, **senior management within the UNCCD Secretariat** should – as a matter of routine – provide **formal written advance notice** of the project to the **senior management of each UNDP Country Office**, with a view to building awareness and support for the project at a high level.

Annex 1: GEF project performance ratings

GEF terminal evaluations are required to include ratings of several elements of a project's design, implementation and results. The LDN TSP evaluation was designed to ensure that all GEF-rated elements were *inherently* assessed during the evaluation process. The main evaluation report therefore explores each of the GEF elements in detail, but for ease of reference – and based wholly on the evaluation's analysis and findings – the following table presents **summary assessments and ratings** for each of the GEF performance components.

PROJECT ELEMENT	SUMMARY ASSESSMENT	RATING
OUTCOME RATINGS		
Relevance	Highly relevant to country participants, institutional partners, and global frameworks.	Highly satisfactory
Effectiveness	Most outputs and outcomes have been or are likely to be achieved, particularly the core outputs of baselines and targets. However, work on knowledge management, peer learning and capacity building could have been stronger.	Satisfactory
Efficiency	Centralised operating model resulted in highly efficient delivery, although this sometimes came at the cost of reduced country ownership.	Satisfactory
SUSTAINABILITY RATING		
Sustainability	Project outputs have laid essential foundations for national and global efforts to achieve LDN, with project generating considerable interest and momentum. However, securing investment, building political commitment and raising general awareness all represent considerable challenges to sustaining progress.	Moderately likely
PROJECT M&E RATINGS		
M&E design	Original results framework (as approved by GEF) was underdeveloped, with insufficient delineation (and some duplication) across results; many indicators / targets were not SMART. Component 3 in particular was not well articulated.	Moderately unsatisfactory
M&E implementation	Monitoring systems were robust and well-aligned with the project's reframed focus on the 'building blocks' model. However, the original component 3 (per the GEF proposal) was largely absent from the reframed monitoring system.	Moderately satisfactory
QUALITY OF IMPLEMENTATION & EXECUTION RATINGS		
Quality of implementation	IUCN's role was mainly limited to project design, strategic advice, day-to-day oversight, and management of GEF funds. Valuable (albeit ad-hoc) inputs on gender. Quality of implementation was efficient, effective & met expectations.	Satisfactory
Quality of execution	The GM with support from the UNCCD Secretariat held primary responsibility for day-to-day project management and delivery. This was undertaken efficiently and effectively, leveraging partnerships with – amongst others – UNDP, FAO and technical data providers. The amount of countries that were 'serviced' through the project was considerably more than originally anticipated, yet all were well supported. Quality of execution exceeded expectations.	Highly satisfactory
UNRATED ELEMENTS		
Need for follow-up	No issues identified.	
Materialization of co-financing	Materialised <u>cash</u> co-financing was 174% of original projection ($5,149,108 received vs $2,983,680 projected), representing a materialised <u>cash</u> co-financing ratio of 1.9:1. In-kind contributions were also considerable (secondments, major technical inputs), but were not quantified.	
Environmental and social safeguards	Notwithstanding the project's shortcomings on gender (see below), safeguards were appropriate.	
Gender concerns	Gender dimensions were not well incorporated within the project's design or delivery. Although some gender-focused work was eventually delivered, this was somewhat reactive and unstructured. At design the project was 'gender blind', moving to 'gender aware' during delivery.	
Stakeholder engagement	Relatively broad participation was enabled through the creation of National Working Groups, although the extent of participation was variable across participating countries.	

Annex 2: Evaluation framework

The evaluation objectives, the evaluative requirements of IUCN, UNCCD and GEF, and the theory of change all provided the basis for the **evaluation framework**, which in turn guided the whole methodological approach. The framework was structured against the **OECD-DAC criteria** agreed for the evaluation (relevance, efficiency, effectiveness, sustainability). In line with GEF guidance (and acknowledging the very early nature of the LDN TSP's potential contributions to long-term impact) the OECD-DAC '**impact**' criterion was simplified to instead measure '**progress to impact**'. Additionally, a **cross-cutting criterion** was applied to support assessment of the project's approach to stakeholder participation. The framework identified **key evaluation questions**, supported by guiding **sub-questions** and an overview of **sources** used to address each question.

The original framework listed cross-cutting as the final criterion, but the evaluation report changed the running order to support a more logically sequenced narrative, with the cross-cutting / participation criterion addressed immediately after effectiveness.

Key evaluation questions	Guiding sub-questions	Sources
RELEVANCE		
1. How well did the LDN TSP respond to the needs and priorities of the participating countries and institutions, and to global commitments?	**1.1** To what extent was the project relevant to the national priorities of participating countries?	- Interviews: Core project team, participating countries, external groups - National Reports - Policy brief / global synthesis consultancy outputs
	1.2 To what extent was the project relevant to the mandates of the UNCCD, GM and IUCN, and to GEF objectives and strategies?	
	1.3 To what extent was the project relevant to global and regional commitments, in particular the SDGs?	
	1.4 Did the project align with other interventions that were addressing similar needs and priorities?	
EFFICIENCY		
2. How efficient was project delivery?	**2.1** Was the project plan clear, appropriate and realistic?	- GEF Project Document - Partnership agreements - Monitoring reports (narrative and financial) - Interviews: Core project team, participating countries
	2.2 Were roles, responsibilities and accountabilities sufficiently clear?	
	2.3 What alternative operating models could have been implemented?	
	2.4 How effective were the project's monitoring processes?	
	2.5 How cost-efficient was the project?	
	2.6 Was the originally anticipated co-financing secured?	

EFFECTIVENESS			
3. Did the LDN TSP achieve its planned outputs and outcomes?	**3.1**	How effective was the project in supporting the setting of LDN baselines?	- Interviews: Participating countries, external groups - Final country reports - Policy brief / global synthesis consultancy outputs - SPI survey
	3.2	How effective was the project in supporting the setting of LDN targets?	
	3.3	Has the LDN TSP generated knowledge at the national level, and how has this knowledge been shared within and among countries as well as at international level?	
	3.4	To what extent and how did the project contribute to the enhancement of national capacities?	
CROSS-CUTTING / PARTICIPATION			
4. How participative was the LDN TSP process?	**4.1**	To what extent did countries take ownership of the process?	- Interviews: Participating countries, external groups - Final country reports
	4.2	What was the composition of the national LDN working groups?	
	4.3	To what extent did working group members take ownership of the process?	
	4.4	How were gender dimensions incorporated within project design and delivery?	
PROGRESS TO IMPACT			
5. How likely is it that the project's outputs and outcomes will contribute to long-term impacts, including the achievement of LDN?	**5.1**	To what extent did the project help to identify and initiate tangible actions and strategies (including transformative projects) for achieving LDN?	- Interviews: Participating countries - Final country reports - Policy brief / global synthesis consultancy outputs - SPI survey
	5.2	To what extent do targets and/or early strategies for achieving LDN explicitly incorporate longer-term impacts such as climate change mitigation & adaptation, enhanced biodiversity and socio-economic benefits?	
	5.3	How has the project contributed to national and global strategies for delivering SDG 15.3?	
SUSTAINABILITY			
6. To what extent are the LDN TSP's outputs and outcomes likely to be sustained?	**6.1**	To what extent are LDN targets supported by legislation and/or political commitment?	- Interviews: Participating countries, core project team, external groups - High level notes - Final country reports - Policy brief / global synthesis consultancy outputs
	6.2	What institutional and governance structures have been developed to support delivery of the targets?	
	6.3	What potential investments have been identified (or secured) to support delivery of the targets?	
	6.4	What mechanisms are in place to support continued knowledge management and peer learning?	

Annex 3: Interviewees

National Focal Points / Representatives

Name	Country
Blum, Alfredo	Uruguay
Bongani, Simon Masuku	Eswatini
Bouakline, Saliha	Algeria
Chikovani, Nino	Georgia
Constantino, Luis Domingos	Angola
Contreras, Samuel Mablin	Philippines
Faainoino, Grace Laulala	Samoa
González, Rosa Ana	Ecuador
Haihua, Qu	China
Heimata, Louisa Karika	Cook Islands
Kaung, Ba	Myanmar
Kolmaz, Yuriy	Ukraine
Lange, Charles	Kenya
León, Adrián	Venezuela
Mughogho, Nyuma Mercy	Malawi
Nyamtseren, Mandakh	Mongolia
Payang, David	Cameroon
Polanco, Dominga	Dominican Republic
Prospere, Alfred	St Lucia
Quilindo, Michel John	Seychelles
Tagnabou, Lazare Dambatia	Burkina Faso
Viegas Aurelio, Pablo	Argentina

Programme Management and Support

Name	Organisation
Alexander, Sasha	UNCCD Secretariat
Annagylyjova, Jamal	UNCCD Secretariat
Baker, Louise	UNCCD Secretariat
Davies, Jonathan	IUCN
Dlamini, Titus	Country Consultant (Eswatini)
Dookhun, Arvind	Country Consultant (Mauritius, Seychelles)
Faust, Christin	UNCCD Secretariat
Gasic, Cecilia	Regional Consultant (LAC)
Hengari, Simeon	Regional Consultant (Africa)
Jia, Xiaoxia	UNCCD Secretariat
Lara Almuedo, Pedro	UNCCD / GM
Lhumeau, Aurélie	UNCCD / GM
Lindow, Lyndle	UNCCD Secretariat
Mendoza, Juan Carlos	UNCCD / GM
Minelli, Sara	UNCCD Secretariat
Monga, Pradeep	UNCCD Secretariat
Muleso Kharika, Johns	UNCCD Secretariat
Pinigin, Andrei	Regional Consultant (CEE)
Orr, Barron J.	UNCCD Secretariat
Siles, Jackie	IUCN
Telwala, Yasmeen	UNCCD / GM
Walter, Sven	UNCCD / GM

Partner Organisations and External Groups

Name	Organisation
Apel, Ulrich	GEF
Erlewein, Alexander	GIZ
Ferwerda, Willem	Common Land
Hammond, Thomas	FAO
Juepner, Anne	UNDP
van den Bosch, Rik	ISRIC
Zvoleff, Alex	Conservation International

Annex 4: References

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The IUCN Monitoring and Evaluation Policy, (2015), IUCN

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The LDN Target Setting Programme, Website, [Accessed 25 February 2019]

LDN TSP: GEF Project Document, (2016), IUCN

Methodological note to set national voluntary LDN targets using the UNCCD indicator framework, (2016), UNCCD / GM

Progress made in setting voluntary national targets in support of LDN implementation, ICCD/CRIC(17)/3, (2018), UNCCD

Provision of Services towards the implementation of Support for LDN Target Setting in Selected Countries: Synthesis and financial report, (2018), UNCCD / FAO

Report on the voluntary national LDN target setting exercise, ICCD/CRIC(15)/3, (2016), UNCCD

Rijpma, Jan, *Technical Review of the LDN TSP Country Reports: Policy Analysis*, (2019), UNCCD / GM

Scientific Conceptual Framework for LDN, (2017), UNCCD

Smith, Jeremy, *Towards achieving LDN – turning the concept into practice: Project evaluation* (2015), UNCCD

Annex 5: GEF Project Identification and Financial Data

Project and Terminal Evaluation Data

GEF Project ID	**9365**
Project Name	**Land Degradation Neutrality Target Setting Project**
Country	Global
Implementing Agency / Agencies	International Union for the Conservation of Nature
Executing Agency / Agencies	The Global Mechanism of the UNCCD
Focal Area	Enabling activities in the area of land degradation
GEF Strategy / Operational Program	Enabling activities in the area of land degradation
Date of work program approval	19 April 2016
Date of CEO endorsement	02 August 2016
Date of project start / effectiveness	23 November 2016
Date of project completion	30 April 2019 (Expected)
Name of Evaluators	Ronnie MacPherson, Greenstate Ltd
Date of Terminal Evaluation Completion	15 March 2019

Financial Data

Project Preparation through PDF/PPG grants		
Particulars	**At approval**	**At PDF/PPG completion**
GEF PDF/PPG grants for project preparation	$0	$0
Co-financing for project preparation	$0	$0

GEF's Project Funding		
Particulars	**At CEO Endorsement**	**At project completion**
GEF project grant	$2,752,294	$2,752,294
Co-financing	$2,983,680	$5,149,108
Total	**$5,735,974**	**$7,901,402**

Project Co-financing Break up								
Co-financer	**Co-financer type**	**Co-financing type**	**Co-financing at project start**			**Actual co-financing at project end**		
			In-kind	**Cash**	**Total**	**In-kind**	**Cash**	**Total**
Turkey (Ankara Initiative)	Nat'l Gov't	Cash	-	$1,250,000	$1,250,000	-	$1,582,000	$1,582,000
Korea (Changwon Initiative)	Nat'l Gov't	Cash	-	$1,073,680	$1,073,680	-	$1,916,155	$1,916,155
UNCCD GM	Multilateral	Cash	-	$50,000	$50,000	-	-	-
Trinidad & Tobago	Nat'l Gov't	Cash	-	$250,000	$250,000	-	$250,000	$250,000
Luxembourg	Nat'l Gov't	Cash	-	$110,000	$110,000	-	$111,732	$111,732
UNDP	Multilateral	Cash	-	$250,000	$250,000	-	$50,000	$50,000
FAO	Multilateral	Cash	-	-	-	-	$99,510	$99,510
Germany	Nat'l Gov't	Cash	-	-	-	-	$483,150	$483,150
France	Nat'l Gov't	In-kind	-	-	-	Secondment	-	-
Soil Leadership Academy (UNCCD)	Multilateral	Cash	-	-	-	-	$500,000	$500,000
Spain	Nat'l Gov't	Cash	-	-	-	-	$95,541	$95,541
Venezuela	Nat'l Gov't	Cash	-	-	-	-	$61,020	$61,020
Grand Total			**-**	**$2,983,680**	**$2,983,680**	**-**	**$5,149,108**	**$5,149,108**