

Independent Final Evaluation

Revitalization of Forest Training Centers in the SADC Region for Green Employment (Phase I and Phase II)

UNIDO Project No.: 130067



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

UNIDO OFFICE FOR INDEPENDENT EVALUATION

Independent Terminal Evaluation

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Abbreviations and acronyms

CEDARA	College of Agriculture, part of KwaZulu-Natal Province Department of Agriculture and Rural Development (KZN DARD)
CSI	Corporate Social Investment
CTA	Chief Technical Advisor
DAFF	Department of Agriculture, Forest and Fisheries, South Africa
the dti	Department: Trade and Industry, South Africa
ET	Evaluation Team
EUR	Euro
EPWP	Expanded Public Works Programme
FAO	United Nations Food and Agriculture Organisation
FP&M SETA	Fibre Processing and Manufacturing SETA
FSC	Forest Stewardship Council
FP&M	Fibre Processing and Manufacturing
GDP	Gross Domestic Product
IASP	Invasive Alien Species Programme
KZN	KwaZulu-Natal Province
KZN DARD	KwaZulu-Natal Province Department of Agriculture and Rural Development
MOFA	Ministry of Foreign Affairs
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organisation
O&M	Operation and Maintenance
PM	Project Manager
PPDP	Public Private Development Partnership
PSC	Project Steering Committee

RE	Renewable Energy
SADC	Southern Africa Development Community
SANParks	South Africa National Parks
SDG	Sustainable Development Goals
SETA	Sector Education and Training Authority
SMEs	Small and Medium Enterprises
SWOTS	Strengths, Weaknesses, Opportunities, Threats
ToR	Terms of Reference
UNIDO	United Nations Industrial Development Organization
USD	United States Dollar
UNSCF	United Nations Strategic Cooperation Framework

Glossary of evaluation-related terms

Term	Definition
Baseline	The situation, prior to an intervention, against which progress can be assessed.
Effect	Intended or unintended change due directly or indirectly to an intervention.
Effectiveness	The extent to which the development intervention's objectives were achieved, or are expected to be achieved.
Efficiency	A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.
Impact	Positive and negative, intended and non-intended, directly and indirectly, long term effects produced by a development intervention.
Indicator	Quantitative or qualitative factors that provide a means to measure the changes caused by an intervention.
Lessons learned	Generalizations based on evaluation experiences that abstract from the specific circumstances to broader situations.
Logframe (logical framework approach)	Management tool used to facilitate the planning, implementation and evaluation of an intervention. It involves identifying strategic elements (activities, outputs, outcome, impact) and their causal relationships, indicators, and assumptions that may affect success or failure. Based on RBM (results based management) principles.
Outcome	The likely or achieved (short-term and/or medium-term) effects of an intervention's outputs.
Outputs	The products, capital goods and services which result from an intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.
Relevance	The extent to which the objectives of an intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donor's policies.
Risks	Factors, normally outside the scope of an intervention, which may affect the achievement of an intervention's objectives.
Sustainability	The continuation of benefits from an intervention, after the development assistance has been completed.
Target groups	The specific individuals or organizations for whose benefit an intervention is undertaken.

Executive summary

Project background and evaluation objectives

In 2013, United Nations Industrial Development Organisation (UNIDO) and United Nations Food and Agriculture Organization (FAO) started to define the cooperation project in the South Africa Development Community (SADC) region to support the regional forestry sector. The selected approach was to, firstly have Phase I, during which the FAO undertook various national level assessments and UNIDO piloted training focused project components with the close cooperation with the local and international private sector companies. Based on the Strengths, Weaknesses, Opportunities, Threats (SWOT) – assessment, Kwazulu-Natal province in South Africa was selected to be the pilot area. The Phase I (pilot Phase) project title was: “Revitalization of forest training centres in the SADC region for green employment” and it lasted from 1.1.2015 - 31.12.2015. After the implementation of the Phase I, the Phase II was started in 1.4.2016 with the project title: “Strengthening Forestry Training and Wood Industries for Green Employment in the SADC Region (Phase II)”. The Phase II is planned to last fifteen months and end on 30th June 2017.

The overall development objective covering both the Phase I and Phase II is “Improved regional collaboration on forestry and wood industry education and training in the SADC Region leading to creation of green employment and sustainable forest management and utilization”. It was designed to be achieved through four main outputs namely Output 1: Baselines, assessment, sensitization meetings and feasibility studies (FAO), Output 2: Two pilot skills development initiatives with the private sector (UNIDO), Output 3: Full-size programme formulation and Output 4: Skills development initiatives with the private sector.

Key findings and conclusions

1. The project design was with the high ambitions to support several SADC countries in their forestry related training and SME development. The assessments done in the Phase I covered Malawi, Zambia and Zimbabwe which were eventually not involved in the Phase II implementation. However, UNIDO made bold, and not necessarily a very easy decision during the implementation of the Phase I. It decided, after the consultation with the main donor, Government of Finland, that the Phase II will be implemented only in one SADC country, South Africa, and only in one of its provinces, KwaZulu-Natal. It was the right decision enabling a geographical and further thematic focus and also made it possible to achieve activities and improve outputs and outcomes.

2. The main weaknesses of the project were; too ambitious overall development objective, the challenge of not getting the SADC Secretariat involved in the project and the rather moderate central government ownership of the project. The main strengths of the project were that the project activities were able to adapt in the prevailing resource situation, the project managed to identify good private sector partners and leverage their capacity.
3. The sustainability of the outcomes was most probably greatly improved when focusing on the activities in KwaZulu-Natal. The organisational sustainability is still very much dependable on whether the government organisations e.g. vocational colleges and the Department: Trade and Industry (**the dti**) would be interested of the project activities. **the dti** has mentioned that the training would be interesting to them if it focuses on processing, it is accredited and it is offered through the vocational colleges. If this would happen then the organisational sustainability could be viewed moderately likely, if not, then it is unlikely. Thus, the project has not yet really had impact in the systematic change to the national vocational training policy in the forestry sector. The technical and financial sustainability is moderately likely, because the training and the procured equipment is very well in line with the current market requirements and in line with the business processes of the training hosts and equipment owners.
4. The project has managed to create and improve several business partnerships, which are mainly between South African organisations and companies, but some also with the Finnish companies. There have been two non-SADC private companies as suppliers and both of them have ongoing business partnership discussion with their local partners. Overall the project's partnership approach has been well executed; there has been some innovative approaches, such as a third-party software platform to distribute applications. In addition, several private sector partners have made in-kind contributions to the projects.
5. The project's management, financial planning and the monitoring has been appropriate. The approach of not having a resident Chief Technical Advisor (CTA) and project steering committee, seems to have been more productive than counterproductive, although the Project Steering Committee (PSC) could have improved central level's intake in the policy level. The project design and approach had clear focus to female beneficiaries in the forestry sector. This has justified focus and it has produced good results.
6. Attainment of project objectives and results was satisfactory. Project management - UNIDO specific ratings 'Highly Satisfactory'. Sustainability of project outcomes is 'Moderately Satisfactory'. Overall project rating is 'Satisfactory'.

Recommendations Based on the evaluation findings several recommendations can be drawn. Below are recommendations structured by addressees:	
UNIDO:	
R 1	The project design should be undertaken cautiously, to avoid too ambitious development objectives compared to the available resources, especially in the regional programmes. If the available resources are smaller than expected, then also the project outputs and outcomes should be revised, not only the project activities.
R 2	The project implementation without project steering committee has been justified, but the project should have had other type of systematic governance or reporting structure that would kept government in the loop or as a significant stakeholder, so the host country would learn by doing during the project implementation, but also to serve as custodian of results' post project implementation.
R 3	The software applications, Chain Saw Operation and the Cutmaster saw-mill simulation tool, should be promoted to other UNIDO, UN and donor forestry-related projects in SADC region and beyond. The software applications are readily and freely downloadable.
R 4	The Phase III or some related replication of the project activities should be done. This would increase the sustainability of the started development processes.
R 5	Non-permanent CTA is recommended approach to implement this type of projects, but it requires high commitment and good interaction skills from the CTA, this seems to have materialised successfully in the project.
Government and/or counterpart organizations	
R 6	Take immediate action to physically move the KARA mobile sawmill from Cedara to SANParks premises. SANParks has currently much higher need for the saw than Cedara. There should be transfer of operation of the saw to SANParks, although Cedara could still maintain the ownership of the saw.
R 7	The Government should assess the possibility to further develop and replicate this type of PPDP based model in the forestry sector to other provinces in South Africa.

Donor	
R 8	The Government of Finland should further discuss with UNIDO and Finnish private sector companies how the tripartite cooperation (UNIDO, GoF, private sector) for sustainable development could be promoted in the future.
R 9	Donors should continue discussing pooling resources with the bigger cooperation with SAPPI, Mondi whom seemed to be interested about the UNIDO's value addition and project results.
R 10	Potential donors should seriously consider continuing the support to the SADC forestry sector through UNIDO's PPDP approach.
Private sector	
R 11	Private sector partners should try to enhance their business activities started during the project. This would also ensure that the equipment they have supplied has sufficient maintenance services available for the equipment owners.
R 12	Other Private sector companies should look for the potential Corporate Social Responsibility interventions to continue the development process started in the project. The women that were trained in brush cutting did not all receive equipment and safety clothing and are sitting idly even after being trained. Those that received equipment and clothing are already earning an income from utilising these in the community and it would be beneficial for private sector to come on board and sponsor the other women to ensue improved outcomes and impact.

Lessons learned
The project had several innovative approaches and some lessons learnt for the wider applicability can be seen.
<ul style="list-style-type: none"> UNIDO should continue to develop its systems to publish the procurement plan of the future projects to allow stakeholders to familiarize with the upcoming tenders as early as possible. This sensitisation could increase the amount of the potential suppliers and thus enhance UNIDO's chance to find best possible supplier.

<ul style="list-style-type: none"> • UNIDO should systematically start developing the in-kind / cash contribution approach from the private sector partners towards UNIDO's project development objectives. For the private sector, UNIDO projects could e.g. provide new markets, but in the controlled and lower risk implementation environment. UNIDO should try to systemise the measurement of the private sector contributions.
<ul style="list-style-type: none"> • Use of the third-party software platform to provide development oriented software products (e.g. applications for the Android operation system) to wider audience, also after the project has ended. Similar platforms could be utilised for the communication e.g. third-party video hosting services. instead of relying in the traditional project websites.
<ul style="list-style-type: none"> • Actively further develop PPDP approach with SMEs, search potential synergies with their business interest, but do pre-assessment that they have capacity to deliver. Close cooperation with the bigger companies, and their corporate social responsibility programmes brings synergies (this was successfully done with e.g. SAPPI).
<ul style="list-style-type: none"> • GoF was trying to mobilise Finnish SMEs to participate in the project and contribute knowhow and equipment for the sustainable forestry sector development in Southern Africa. However, this proved to be very challenging because the required services were highly focused and the SMEs didn't see the markets very interesting. In addition, the requirement of their own 50% in-kind contribution was new concept for many SMEs.
<ul style="list-style-type: none"> • In the future donors should invite UNIDO to meet also their SMEs in the different events and UNIDO should also seek more possibilities to attend in the events in order to outreach SMEs.
<ul style="list-style-type: none"> • Inputs from interviews suggest, that involvement of industry representative organisations such as Forestry South Africa, Saw-Milling South Africa, South African Forestry Contractors Association, as well as the Forestry Industries Training Providers Association would have brought more private counterparts to the project.

1. Evaluation scope, objectives, approach and methodology

1.1 Evaluation scope

The evaluation focused assessing the Phase I and Phase II activities and their contribution to the outputs, outcomes and potential development impact. The evaluation was carried out in the context of the wider policy development framework of SDGs, UNIDO mandate and SADC /Republic of South Africa (RSA) development needs.

The scope was to evaluate the project through the following six criteria: design, relevance, effectiveness, efficiency, sustainability, and impact. The scope of the evaluation covered the Phase I and Phase II activities, which took place between December 2014 and February 2017 (Phase II continues until July 2017, but the evaluation was done Feb-April 2017).

1.2 Evaluation objectives

1.2.1 Key question

The evaluation's key question was to assess the project's contribution to the development objective: "Improved regional collaboration on forestry and wood industry education and training in the SADC Region leading to creation of green employment and sustainable forest management and utilization". The evaluation also specifically reviewed impact and sustainability in the context of the following questions. To what extent has:

- The project contributed to systemic changes to national vocational training policies in the forestry sector?
- What is the prospect for technical, organizational and financial sustainability of the training programmes?
- The project contributed to creating business partnerships (including between Finland and the SADC region).

1.2.2 Analysis of the attainment of the project objectives

The evaluation assessed the project activities, outputs, outcomes in the scope described above. In addition, the evaluation assessed how the performance of the project contributed to the broader development objective. The evaluation team reviewed the activities systematically and made independent and unbiased analysis of how the project objectives were achieved.

1.2.3 Drawing lessons and providing recommendations

The evaluation team formulated lessons learnt and made recommendations for the stakeholders to be utilised, and thus partially improving the design and implementation of the future projects.

1.3 Evaluation approach and methodology

The evaluation was conducted in accordance with the UNIDO Evaluation Policy and the UNIDO Guidelines for the Technical Cooperation Programmes and Projects. By way of participatory approach. The evaluation team liaised with the CTA and UNIDO home office coordinator in the evaluation and methodological issues.

With regards to methodology, the evaluation was based on the detailed desk review, personal interviews, complemented by telephone discussions / email exchange, observation of the physical structures, training activities, training facilities, machinery, software/hardware and the context in which the project had been implemented. The applied approach in the evaluation was evidence-based qualitative approach.

The detailed desk review of the project documents consisted of e.g. the project documents, monitoring reports (such as progress and financial reports, output reports and other relevant correspondence. The desk review also included other project-related material produced by the project such as training manuals / materials, knowledge sharing videos, and reviewing selected 3D -modelled training material.

The desk review data were mainly obtained from UNIDO, but also national, regional and international policy papers were reviewed as well as documentation produced by the project partners. While reviewing the data, the quality and the accuracy of the data were assumed to be valid, but data were reviewed as objectively as possible.

The interviews provided invaluable material for the evaluation. The interviews were carried out based on the open-ended questions. There were several groups of people who were interviewed. In the policy level, the interviews included the project management and technical support staff, consisting of selected personnel in UNIDO HQ level and in the field. Interviewees consisted of the South Africa central government representatives (**the dti**) and the donor representatives from the Government of Finland. Moreover, the direct beneficiaries were interviewed, and this was considered to be the most important group. The evaluation team interviewed several persons from each training component, ensuring that there was sufficient gender balance. Institutionally direct beneficiaries were the national host organisations and service providers from which staff members were interviewed.

Several private sector partners contributed in the context of the PPDP. The main private sector partners which contributed to the project outcomes were South African companies I.C.E. Ltd, Naledi3D and SAPPI Plc and the Finnish companies Kallion Konepaja Ltd and AIKAGroup Ltd. The representatives of these partners were also interviewed.

In addition to the desk review and interviews, what also played a major role in the evaluation were the field visits and observation. It was important to see the premises, view the machinery, software/ hardware and overall physical environment which were related to the project implementation.

There were not any major limitations in the data gathering. The evaluation team had access to all the necessary documents, and was able to interview all the key stakeholders as well as to review most of the procured equipment.

1.4 Evaluation team

The evaluation team had following experts:

- Mr. Janne Sykkö, International Evaluation Consultant and Team Leader
- Mr. Gcobane Quvile, National Evaluation Consultant

2. Country and project background

2.1 Region and country context

The project area was first planned to cover several member countries of the Southern African Development Community (SADC). The SADC is intergovernmental organisation which aims to promote socio-economic development, regional integration and political stability in its 15 member states. The current member states are Angola, Botswana, Democratic Republic of the Congo, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe. Total population in SADC is about 300 million. The development level of the member states varies with relative steadily developing upper middle-income countries like Botswana to socio-economically and politically unstable countries like Zimbabwe. In the Phase I, SADC member countries Malawi, Zambia and Zimbabwe were engaged in the project (there was actually also several efforts to try to engage SADC Secretariat as well). Based on the SWOT analysis the project focus was decided to move to South Africa.

South Africa is upper middle country with relatively steady social, economic and political context. However South Africa still has some serious development challenges with high levels of poverty, inequality, and unemployment. According to the World Bank the poverty rate is about 16% with 1,9 USD thresholds (and 34% with 3,1 USD thresholds and the income Gini level is about 0.65 - 0.70 which makes South Africa one of the most unequal countries in the world. The KwaZulu-Natal province was selected because it can be considered as one of the hubs of the South African forestry industry, with government, private and community forest plantations, significant saw milling industry and the

presence of the South African forestry multinational corporations such as SAPPI and Mondi.

Population	55 million (11 million in KZN)
GDP / capita	5600 USD
Poverty rate	16% (1.9 USD) and 34% (3.1 USD)
Life Expectancy Rate	62 years (up from 53 years in 2010)
Land area	1,224,000 km ² (45 people / km ²)

Selected main indicators of South Africa (World Bank)

2.2 The South African forestry sector

South Africa has a total land area of 122.4 million ha, of which 68.8% is used for grazing, 13.7% is arable land, and 9.6% set aside for conservation and the remaining 7% for urban areas and other miscellaneous uses. Approximately 1.1% (1.35 million ha) of the total land area is under plantation forestry, while natural forests and woodlands cover an estimated 29 million ha. Woodlands are the most extensive vegetation type in Southern Africa, and dominate South Africa. Almost all timber bound for commercial applications in South Africa, is generated from plantations.

About 80% of these plantation forests are either Forest Stewardship Council (FSC) and/or International Systems Organisations (ISO) certified. The predominant species are hardwoods (Eucalyptus spp. 39%), softwoods (52% Pinus spp.) and 8% Wattle – (Acacia meurnsii). Both hard and softwoods are used in pulping and the saw timber industry. The bulk of South Africa's forestry plantations are located in Mpumalanga followed closely by KwaZulu- Natal. Other plantations are spread across the Eastern Cape, Limpopo and the Western Cape. (FSA, 2017)

Forestry is a key driver for the development of South Africa's local economies, particularly in rural areas where poverty is compounded by the lack of employment opportunities. The industry employs approximately 165,000 people, of which 92,700 jobs are attributed to the forestry sector in particular, the sawmilling, mining timber, pulp and paper and other related industries accounting for the remaining 72,300 jobs. (FSA, 2015)

2.2.1 Trends in the forestry sector in South Africa

Recent years have seen significant change of ownership and the privatization of state owned plantation holdings. Apart from these changes, companies such as Mondi, Sappi and Hans Merensky Holdings (HM) have taken the opportunity to consolidate their activities. Sappi and Mondi are global companies with extensive northern hemisphere interests.

The early 1990's saw companies such as Sappi and Mondi making policy decisions to drive outsourcing within their enterprises to the extent of almost complete reliance on contractors to execute all their forestry activities. Various reasons for this outsourcing drive have been mooted, most of them are however debatable. In essence, escaping the threat of organised labour and resultant industrial action during the late 80s and early 90s has been put forward as the real reason for outsourcing. The main outsourcing drive resulted in a flood of contractors taking over most of the forestry operations. Unfortunately, this also meant that most of these contractors were either poorly trained or not qualified to undertake the rigours of forestry-based operations. This situation has not improved over time as one might have expected and there is still a serious lack of training and skills amongst contractors working in the field.

Inadvertently, in the process of outsourcing, the forest industry, and even worse, the whole forestry sector, has been affected in various ways. There has been an estimated 50% drop in productivity in the last ten years. Outsourcing has significantly reduced the general professional forestry expertise capacity in forest companies. To add to this problem, foresters have been rationalised to such an extent (one forester for every 20,000 ha) that the overall infrastructure is suffering; this is especially evident from the radical increase in fire damage in the summer rainfall regions in recent years. Plantations are also being allocated cost centre status and being viewed purely as a resource base.

Because of the factors mentioned above, there are no new entrants into the field of contracting. Unfortunately, this does not necessarily equate to more activities that are professional for the remaining contractors. The rationalisation of technical skills by companies and general outsourcing has resulted in reduced employment of trained and professional foresters. This in turn has created a situation in which companies can no longer find a ready supply of graduates. Another effect of outsourcing is a fragmented system of higher education in the country. In the same vein, the basic research capacity of the country has also been severely limited in the process.

Further challenges to the South African forest industry, which will impact, in the mid to long-term, on forestry education and training in the country include:

- Land claims – with some estimates around 80% of private forest plantation holdings are currently under land-claims;
- Sirex and *Fusarium circinatum* (pitch canker fungus) are posing severe threats to forest plantations;
- Black Economic Empowerment charter – the transformation process places pressure on private forest grower companies to uplift former disadvantaged people and invest heavily in training and skills development programmes. The 2007 Forestry Charter has

had significant implications on training and development requirements in South Africa with employee's contribution of 4% of their payroll to training and development. Organisations are required to have 5% of their workforce registered on Learnerships at any one time;

- As an indirect effect of outsourcing, financial support from government and the forest industry for higher forestry education, research and development has been constantly reduced over recent years.

2.2.2 Vocational skills system

There are an estimated 4.3-million people who are unemployed, most of whom have little training and low skills. More than half of the Grade 12 learners who leave school every year don't have sufficient basic skills to get work in any sector of the economy. At any one time, there are as many as 7,000 graduates who have university degrees who are also unemployed. All these figures could be even higher. Therefore, it is clear that skills development, along with training and education are vital elements for the people in South Africa and for the economy.

Prior to 2000, there were 33 industry training boards in South Africa that covered various sectors in the country. While their responsibility was supposedly "education and training", they focused mainly on apprenticeships. Recognising the dire need to improve skills development activities, in 1998, the South African Parliament ratified the Skills Development Act which defined a new Sector Training and Education Authority (SETA) system. In essence, the plan was to develop a series of sector skills plans within a clearly defined framework of the National Skills Development Strategy.

In March 2000, the then Minister of Labour, formerly established 23 SETAs, each with its own clearly defined sector and sub-sectors. Each of the sectors was made up of a variety of economic activities that were related and closely linked. So, one SETA would deal, for example, with banking, while another would deal with health and welfare. All the SETAs were to be responsible for both the private and public sectors within their own sector as a whole.

Unlike the old training boards, the SETAs were to be concerned with Learnerships, internships, unit based skills programmes, and apprenticeships. The SETAs were also given much greater powers than the training boards had had, and far reaching responsibilities. Furthermore, they were established to ensure that every industry and occupation in South Africa was covered. One of the primary objectives of the SETAs was to collect skills levies from employers within each sector, in terms of the Skills Development Levies Act and make the money available within the sector for education and training. This was to go to

employers and training bodies, and to learners in the form of discretionary grants and bursaries.

In November 2009, the Department of Higher Education and Training assumed responsibility for skills development that had previously been controlled by the Department of Labour, and thus oversight of SETAs. The Fibre Processing and Manufacturing (FP&M) SETA was established by the Honourable Minister of Higher Education and Training on 1 April 2011 after government took a decision to cluster sectors in order to strengthen value-chain linkages between related industries. The FP&M SETA consist of 13 sub-sectors namely the clothing, footwear, forestry, furniture, general goods, leather, packaging, printing, print media, publishing, pulp and paper, textiles and wood products sectors. Although classified individually, the sub-sectors are closely integrated.

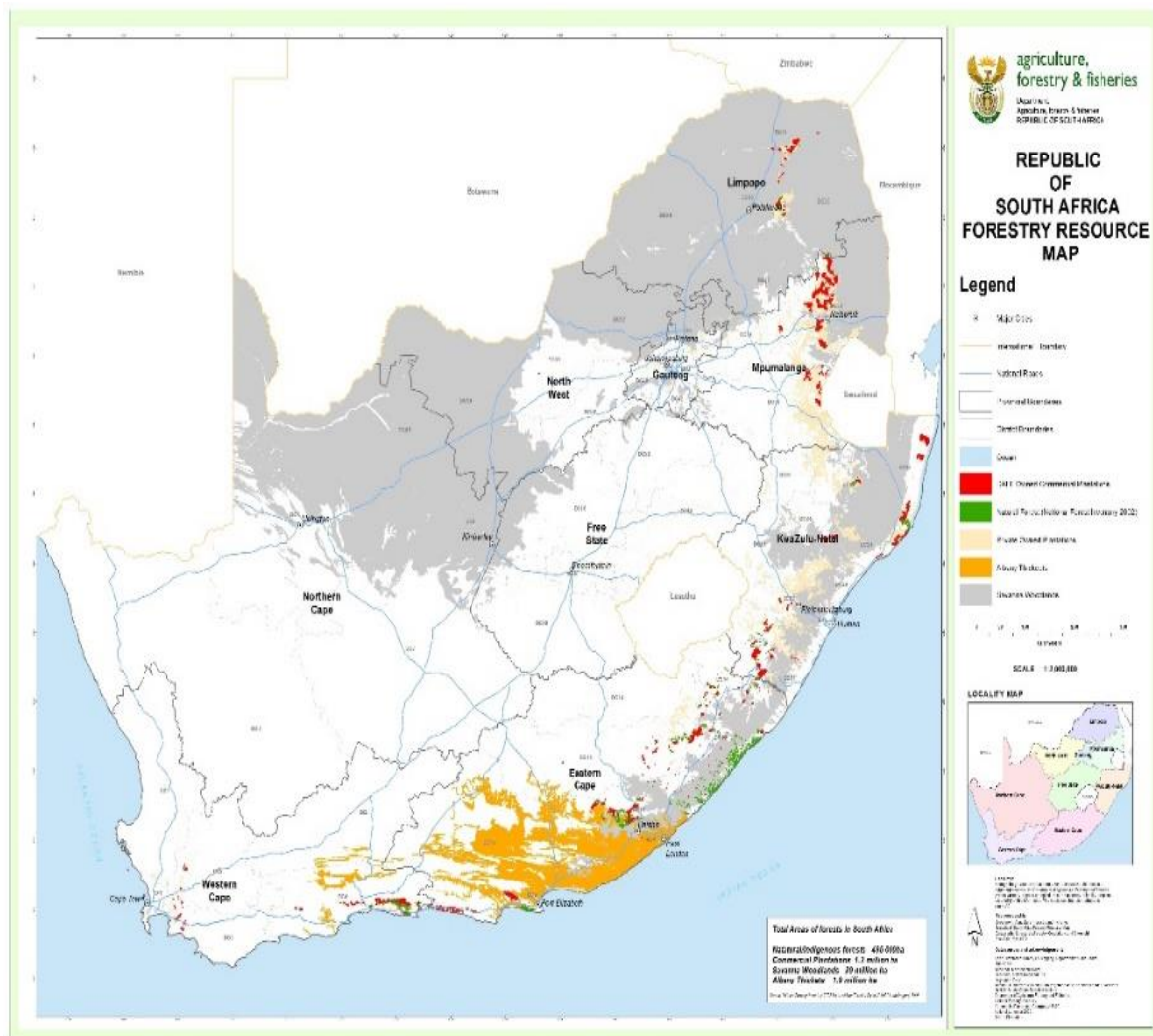
2.2.3 Industry skills and training

Currently, the corporate owned plantations and processing capacities have focused on a management style, which has been dependent upon First Economies seeking solely rigorous, scientific methodologies in order to provide rational, reliable and ultimately indefatigable approaches to resolving the problems of development, poverty and inequality. This approach to management though successful on corporate owned plantations has often failed with community centred out-grower programmes where the top-down approach could not understand that there were other pressing needs facing communities and emerging stakeholders. These are issues such as lack of fire protection training and equipment, road infrastructure, lack of institutional growth and poor communication that have caused promoting companies to miss the loans and timber that they assisted people to plant. Consequently, these programmes have stopped or are not expanding as rapidly as before.

To illustrate a way of dealing with the future issues facing the industry the Mondi Group has established an agency, Mondi Zimele. This initiative was established to facilitate the integration of the First and Second Economies in forestry across the value chain. Mondi Zimele's model has since been expanded or changed to also focus on other sectors.

As far back as 1983, Sappi launched what has become a flagship Corporate Social Investment (CSI) and enterprise development project – Project Grow (Khulisa Umnotho). The tree-planting scheme which first started in 1983 with only three farmers in northern KwaZulu-Natal, was a way for Sappi to support small-scale rural farmers who had access to between 1ha and 20ha of land suitable for planting trees. The project really took off in 1990 when the first timber was harvested and people could see the benefits. The project spread north to KwaMbonambi and Maputaland in KwaZulu-Natal, and south to the Ixopo/Umzimkulu area, and in more recent years as far as Lusikisiki in the Eastern Cape (Ref).

Under Project Grow, various vocational training is provided to contractors (outgrowers, harvesters, etc.), for the industry at large.



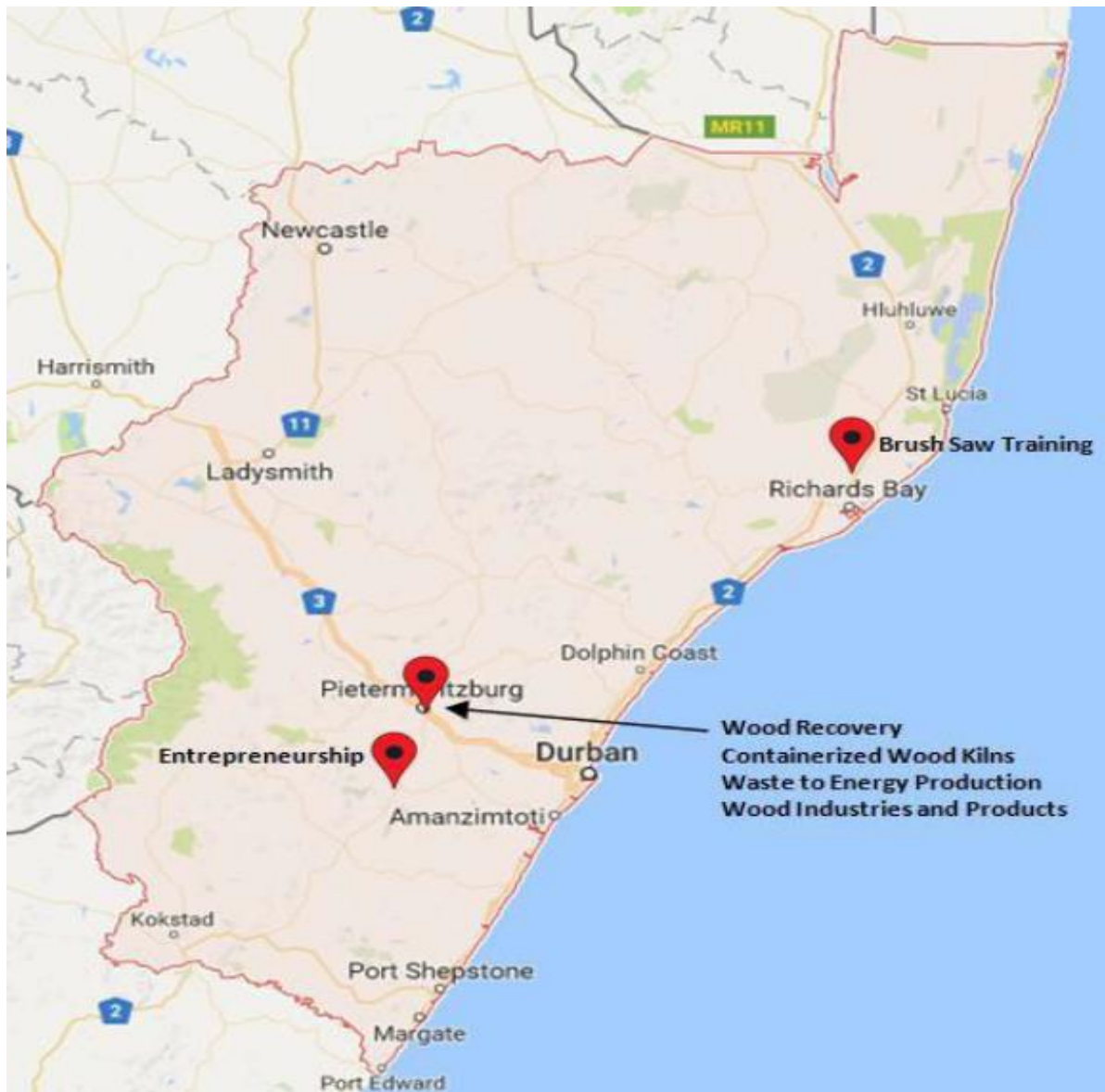
Forest resource map of South Africa 2015 (DAFF)

2.2.4 Fact sheet of the project

Project title:	Phase I: Revitalization of forest training centres in the SADC region for green employment Phase II: Strengthening Forestry Training and Wood Industries for Green Employment in the SADC Region
Project Number:	SAP 130067
Project Countries	Malawi, Zambia, Zimbabwe, South Africa
Duration:	Phase I: December 2014 -December 2015 (12 months) Phase II: March 2016-July 2017 (17months)
Project Site:	Phase I: Malawi, Zambia, Zimbabwe, South Africa Phase II. KwaZulu-Natal, South Africa
Government Co-ordinating agency:	Department of Trade and Industry
Counterparts:	Phase I: CEDARA College, Forestry agencies in Malawi, Zimbabwe and Zambia, private companies Phase II: CEDARA, SANPARKS, private companies
Executing Agency/cooperating agency:	Phase I: UNIDO and Collaborating agency: FAO Phase II: UNIDO
Project Funding (Euro):	EUR 1,399,466 from Government of Finland
Counterpart Funding (in-kind)	EUR 300,000
Grand Total:	EUR 1,700,000

The main counterparts during the Phase I were the CEDARA, forestry agencies in Malawi, Zimbabwe and Zambia and several private companies as partners and service providers. The main counterparts during Phase II were the CEDARA, SANParks and several private companies as partners and service providers. The single donor for the Phase I and Phase II was the Government of Finland.

The Phase I was implemented in Malawi, Zambia, Zimbabwe, South Africa. The Phase II was focusing mainly in the KwaZulu-Natal Province in South Africa.



The Phase II project activities in KwaZulu-Natal Province, South Africa (UNIDO)

The total budget of the project about EUR 1 700 000, but this includes the in-kind contribution from the counterparts. In-cash contribution from the Government of Finland was EUR 1 399 466. The counterparts assessed that the value of their in-kind contribution for the project was EUR 300 000. This can be seen as a significant contribution, since it is more than 20% increase to the in-cash contribution. However, the amount should be treated with the caution since it is based on the counterparts' self-assessment and has not been reviewed in detail.

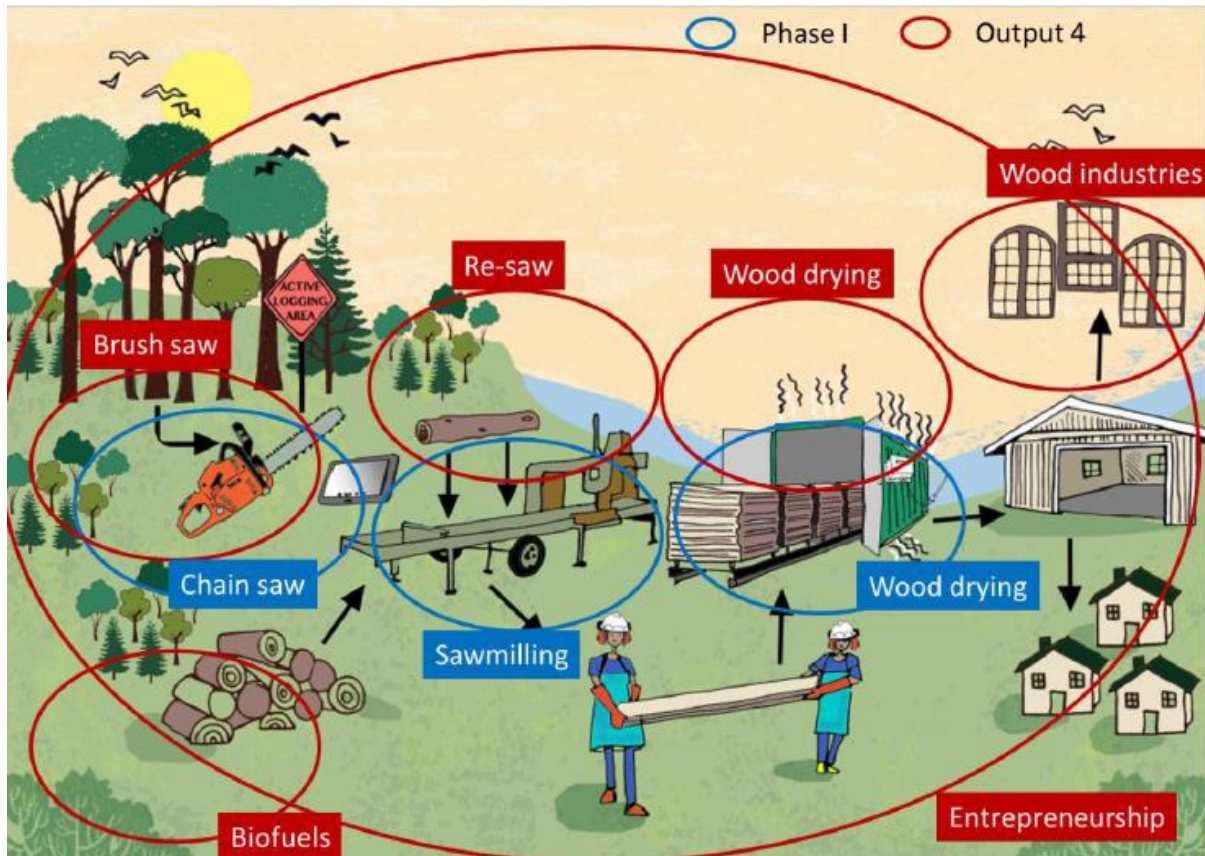


Illustration about the transition of the activities from Phase I (blue) to Phase II (red) (UNIDO)

3. Project assessment

3.1 Design

The project design was very ambitious given that the project was aimed at covering several SADC countries as part of the industry wide approach in close cooperation with two UN agencies as implementing partners with a very limited budget. The project document was updated a few times during the implementation of the both phases - Phase I and Phase II, and the latest version had more focused and streamlined design and approach in line with the available budget and realistic outputs. Through the updating of the project document, the design in the Phase II can be seen as relevant to the identified development needs.

The design's main aim to improve sustainability in the forest sector, targeting SADC countries, through training and partnership is a relevant approach. The approach entailed bringing on board and FAO's expertise in the sustainable forestry, UNIDO's expertise in the training and both the UN agencies' expertise in establishment partnerships. Regional project could have brought economics of scale (sharing experts, overhead costs etc.), economics of

scope (sharing experiences, know-how etc.) and it could have strengthened regional institutions such as SADC. However due to limited funding, it was correctly decided that the project constrained to South Africa, particularly with a focus on KZN, given the province's prolific role in the sector and the opportunity there to address the needs of small-scale foresters and related SMEs. The activities were also redesigned and streamlined in line with realistic outputs. The project document was thus updated accordingly.

This approach managed to build on and utilise partnership and partners' capacities effectively and thus seems to be successful. Moreover, the decision to arrange the project management through non-permanent CTA seems to be functional and yielded and contributed to attainment of outputs.

The logical framework's outcomes, outputs and activities are generally rational. However, it can be concluded that the outcome of the Phase I, "Capacity building programme to strengthen forestry education institutions in the SADC region with a special emphasis of wood industry labour needs developed and supported by SADC countries, by donors and by the private sector" is unrealistic as the idea has been to have relatively broad SADC -based approach in the project with a limited budget and complexity of implementing. In reality, the SADC as an organisation has not really been involved (although FAO and UNIDO tried to engage with SADC) and also very few SADC countries were involved in the project activities.

For Phase II, the design of the outcomes, outputs and activities was much more realistic and focused. The outputs support each other, creating synergy and leading to a tested pilot approach while also attaining results.

The design of the project is deemed to be satisfactory.

3.2 Relevance

The forestry sector in the SADC region was relevant selection for the following reasons:

- The need to strengthen capacity building with a focus on SMEs and the dis-empowered segments of society, particularly women.
- The need to meaningfully accommodate SMEs into the forestry sector value chain
- The imperative to create green jobs and sustainable livelihoods through creation of opportunities in the forestry sector

The project is also aligned to the SADC Protocol on Forestry of 2002, which protocol "aims to promote the development, conservation, sustainable management and utilization of all types of forest and trees; trade in forest products and achieve effective protection of the environment, and safeguard the interests of both the present and future generations". The protocol also fosters collaboration in capacity building and training with the relevant international organizations outside the SADC region.

The Phase I activities covered the strengthening of forestry education and forest industries of four selected SADC countries: Malawi, Zambia, Zimbabwe, and South Africa. The need assessment was conducted for all these countries; however, the actual capacity building and training activities took place only in South Africa.

The selection of South Africa as the project site for implementation was informed by the need assessment. The selected approach could be developed and tested in the most efficient way in South Africa because the country has relatively well functioning forest sector with significant private commercial activities and some associated public-private partnerships (PPP). In Phase II all the activities were implemented in the KZN province. The focus on KZN province is relevant for the following reasons:

- The forestry sector in KZN constitutes 39,9% of forestry plantations in South Africa – second only to Mpumalanga with 40.5%.
- The two biggest players in the forestry sector, SAPPI and Mondi, are both highly active in the province, are both headquartered in the province and have Corporate Social Investment (CSI) programmes aimed at empowering SMEs and disempowered and underserved communities.
- The public sector is also involved in forestry beneficiation activities that benefit SMEs through the IASP and the EPWP, through the Cedara College and SANParks, thus providing PPDP opportunities.

The project activities have been relevant to the beneficiaries, forestry contractors, small forest owners and individuals who have participated in the training and who have received equipment. The project has been also relevant to the private sector partners and service providers since they have been able to improve their product and service offering, also afforded the training beneficiaries opportunities to participate in their business supply chain.

The project content is relevant for UNIDO since it is directly under one of the UNIDO's three thematic priorities "Creating shared prosperity" and the sub-theme Agribusiness and rural entrepreneurship development" and the sector of "Wood and non-wood forest products industry".

The project development started in 2013, about two years before the Sustainable Development Goals were finalized. However, the project is very relevant for the SDGs especially for the SDG 15 "Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss", the target 15.2 "By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation,

restore degraded forests and substantially increase afforestation and reforestation globally” and the indicator 15.2.1. “Progress towards sustainable forest management”.

The project is also relevant to the SDG 9 “Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation” and its target 9.2. “Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry’s share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries” and its indicator 9.2.1. “Manufacturing employment as a proportion of total employment”.

Instead of more traditional United Nations Development Assistance Framework (UNDAF), the UN Agencies and South Africa has agreed the Strategic Cooperation Framework (UNSCF) 2013-2017. It is an overall framework for the work of UN System in South Africa. The project’s development objectives are also relevant to UNSCF especially for the key result area “Increased employability of vulnerable groups through skills building and SMME development” under the focus area of “Inclusive Growth And Decent Work” and for the key result area “The transition to a ‘green economy’ is accelerated through policies that promote the creation of green jobs, increased energy production from renewable sources, greater energy efficiency and increased reliance on low carbon development” under the focus area of “Sustainable Development”.

The government of Finland has been the main donor for the project and the project’s development objectives are relevant to the donor. The main policy documents are the government’s development policy and the Aid for Trade Action Plan for 2012-2015. The project contributes directly to several Aid for Trade Action Plan indicators such as number of participants in value chain networks/cooperation and number of young people (under 24 years) who have received vocational training.

Based on the above analysis, the relevance of the project is satisfactory.

3.3 Effectiveness

The effectiveness of the project can be best assessed by reviewing how the implementation of the project relates to the project’s logical framework. The logical framework shows the major achievements of the project compared to the planned outcomes and outputs. The results were verified through document reviews, by interviews of project administrators, service providers, stakeholders and beneficiaries a field visit to verify results. Several results were verified by more than one source e.g. by interviewing the service provider, beneficiary and reviewing the related documentation. The following highlight outputs, outcomes and impact. The more detailed table, including the assessment of the activities is in the Annex 7.

Impact, Phase I and Phase II	Results	Notes
Revitalization of forest training centres in the SADC region for green employment	<ul style="list-style-type: none"> The project has sensitised national authorities in Malawi, Zambia and Zimbabwe about the need and potential to develop their national forestry sector, but it has not made much impact since the regional programme has not started. The project has created very limited impact in the national vocational training level in South Africa, although a national vocational college, CEDARA, was part of the project. the dti was not part of the project. The lessons learnt from the Phase I and Phase II has not been applied by the dti. Several trainees are applying the lessons learnt in the current jobs or are now self-employed because of the skills and equipment received from the project. There are indications of improved household incomes. The capacity of the training providers has increased and they have started to utilise their improved capacity to further increase green employment and skills development The partnerships have improved the service providers' knowledge of the local markets and they have increased to develop and offer their services. 	
Outcome, Phase I	Results	Notes
Capacity building programme to strengthen forestry education institutions in the SADC region with a special emphasis of wood industry labour needs developed and supported by SADC countries, by donors and but the private sector	<p>Outcome has been partially realised. Based on the situation analysis and limited resources the focus was restricted to South Africa. Only few forestry training education entities in South Africa were involved, namely South African Forestry Training College & I.C.E, SAPPI's Project Grow training facilities and CEDARA College.</p> <p>The focus was very limited compared to the SADC broad approach, but it has managed to deliver good results for the wood industry labour and SME needs.</p> <p>Institutional strengthening has not really happened since the focus was mainly in the training content and not in the institutions organisational development.</p>	The decision to focus in South Africa instead of trying to thinly cover several SADC countries was right.
Output 1., Phase I	Results	Notes
Baselines, assessments, sensitization meetings and feasibility studies	The output has been achieved. There have been in total five different assessments done covering the project countries Malawi, Zambia and Zimbabwe. There have been several sensitization meetings in all project countries, including South Africa. Also, the baseline has been collected from the trainees before they participated in the training.	The utilisation of the studies is unclear.

Output 2., Phase I	Results	Notes
Two pilot skills development initiatives with the private sector	<p>The output has been achieved. There have been two main PPDP clusters with at least four pilot initiatives. Training software (chainsaw operation and Cutmaster) development with Naledi3D, entrepreneurship training with SAPPI, brush cutter training for women by I.C.E., and wood processing related supply and training of mobile saw by Kallion Konepaja Ltd. At least two initiatives, software and entrepreneurship training are likely to be sustainable.</p> <p>The role of the partners were as follows:</p> <ul style="list-style-type: none"> • SAFTC provided FP&M SETA-accredited training content to I.C.E who delivered the content through a deployed mobile training classroom and provided brush cutting and chain saw milling practical training to breadwinning rural women who head children and other family members to support. • SAPPI's Project Grow provided training facilities and entrepreneurship-related training • CEDARA provided KARA saw-mill and KILN training in partnership with suppliers, and some trainees were contracted by SANParks. • Naledi 3D developed a chain saw application (android-based and to be implemented for iOS as well). SAFTC, I.C.E. and CEDARA provided inputs in this regard 	There have been very good models.
Output 3., Phase I	Results	Notes
Full-size programme formulation	<p>The output has been partially. FAO has been responsible lead in developing regional SADC Programme and the national projects with the focus on changing the national level training curriculum and policy change. However, UNIDO haven't received these documents although these have been requested from FAO. As a part of the output UNIDO has implemented systematic and strategic approach in the fundraising.</p>	It is unclear what is happening with this FAO's programme document.

Outcome, Phase 2	Results	Notes
Improved regional collaboration on forestry and wood industry education and training in the SADC Region leading to creation of green employment and sustainable forest management and utilization	<p>Outcome has been partially achieved. All the Phase II activities have taken place in the KZN province in South Africa and not in the other SADC countries or with the SADC Secretariat. However, the activities in KZN have created green employment and contributed to the sustainable forest management and utilisation. Several trained persons have either got employed or are applying their new skills in their existing jobs. The activities have increased knowledge and improved management practices for wood based processes. Also, the collaboration has been increased locally (not regionally) e.g. with forest industry (SAPPI), CEDARA and SANParks.</p> <p>Although the focus has been right and approach relevant, the scale of activities has been relatively small compared to the needs in the KZN and South Africa. And probably similar, but adapted approach could be applied to e.g. those SADC countries which were initially planned to be involved.</p>	
Output 1, Phase II	Results	Notes
Skills development initiatives with the private sector	<p>The output has been achieved. There have been several initiatives with the private sector. Most were initiated in Phase I, but further developed in Phase II. The initiatives were targeted to train women who were leading single parent households (self-employment/entrepreneurship) and to support existing South African government led Invader Alien Species Programme (semi-industrial level). The skills development initiatives have increased the empowerment and employment of women and improved the capacity of CEDARA and SANParks in their wood processing processes. E.g. totally 85 women were trained in using brush cutters and 15 best women were supplied the necessary equipment to be self-employed and 45 small-scale suppliers / aspiring entrepreneurs were provided entrepreneurship training.</p> <p>SMTG/I.C.E and SAPPI Project Grow provided training and Naledi 3D provided a simulation saw-mill software (the CUTMASTER) in addition to the chain saw application developed in Phase I. Saw Specialist provided training to a CEDARA trainee on saw doctoring relevant for the KARA blade maintenance.</p>	Relates to the PPDPs, some very good partnership.

The table above summarises the project implementation and how the activity results are contributing to the outputs and outcomes and making the development impact. As can be seen in the Phase I, the activities were partially research and preparatory related as typically in the pilot Phase. The activities in the Phase II, were much more practically oriented, which

has yield more concrete results to the final beneficiaries. Especially the Phase II activities have contributed more to the impact than Phase I activities. Basically, all the planned activities have been completed but when assessing the effect of the activities to the outcomes and impact then not all the activities has contributed to those levels as they could have contributed.

The project's contribution to the systemic changes in the national vocation training policies in the forestry sector is unlikely. The continuous and deep discussions about the curriculum development, national level training of trainers/teachers, policy level, organization development level has been very limited. However, there has been some dialogue with **the dti**. **the dti** has mentioned that the training would be interesting to them if it focuses on processing, it is accredited, and it is offered through the vocational colleges. Institutional strengthening has not really happened, except CEDARA's trainers has been trained. Since the focus was mainly in the training content and not in the institutions organisational development. Therefore, the systemic change is unlikely.

Based on the results compared to the set objectives the effectiveness of the project is satisfactory.

3.4 Efficiency

The efficiency assessment of the project is done mainly based on assessing the cost of the project implementation versus the achieved results. The project budget has been limited especially compared to the broad overall objectives which were defined in the beginning of the project.

Donor	Budget	Expenditure
Finland	EUR 1,399,466	EUR 1,246,727
Companies (In kind)	EUR 300,355	

The main donor of the project has been Government of Finland. During the Phase I and Phase II there has been two UN agencies which have been implementing the activities with the funds, FAO and UNIDO. FAO's share of the expenses has been EUR 224,250 while UNIDO's has been the remaining EUR 1,175,216.

The project had non-permanent CTA and no steering committee, which have lowered the management related expenses. What is notable in the project is the systematic approach through the project implementation to attract monetary and / or in-kind contributions from the implementing private sector partners and service providers. This has been mainly from the partners which have been service providers through the procurement process. The calculation of this is done by the service providers themselves and therefore the amount has to be viewed with caution. However, there are also some other private sector partners

which have also given in-kind contribution which is not visible, such as SAPPI providing the training facility for the entrepreneurship training. The mobilisation of the in-kind contributions was managed to be done probably because the activities were designed in the manner which are in line with the service providers and partners own organisational interest in the value chains.

In the UNIDO's PPDP cooperation model with the SMEs, cooperation typically means that UNIDO procures some services from the SMEs, but the SMEs are required to provide some services or products as an in-kind contribution to the project (or cash contribution, which is unlikely). Sometimes the SMEs has challenges such as the customs clearances issues, VAT payments etc. This type of product import related challenges were part of this project as well, and the Embassy of Finland and UNIDO had to stretch its resources to support the SME in its product import process. With multinationals, UNIDO typically doesn't buy services or equipment from the multinationals. The multinationals provide the agreed services and equipment as an in-kind as long the PPDP project relates to their wider business interests. The efficiency could be better with multinationals than SMEs in e.g. regional projects which require importing products to several countries.

In the Phase I the project had some inefficiencies e.g. it seems that some of the studies (Programme Document, assessments in Malawi, Zambia, Zimbabwe) funded by the project are not really utilised. However, due relatively efficient partnership model and improved implementation in Phase II the efficiency is improved. Although the partners' in-kind contribution is difficult to measure, they can be seen increasing the efficiency because these resources comes outside the project, but contribute to the project's results.

Based on the costs and resources contributed to the project versus the achieved results the Efficiency of the project is satisfactory.

3.5 Sustainability of project outcomes

The project had dozens of activities and several outputs, which contributed to the two outcomes. In this chapter, the sustainability of the activities per se are not assessed, instead the assessment focuses in the outcome level. The sustainability of the outcomes is assessed on what is the probability of continuity of the long-term outcomes and impact after the project funding ends.

The project was initially planned to strengthen forestry training institutions in the SADC region and improve regional collaboration to create green employment. During the implementation, the strategic decision was taken to shift the focus to South Africa and KZN. The risk of low interest from the SADC Secretariat was identified already in the project document. Despite UNIDO was actively trying to engage SADC Secretariat by inviting it to the meetings/workshops, there was no buy-in. This risk materialized and eventually regional activity was low. During the Phase I, the situation analyses were done as planned, but they

didn't lead any regional and national activities in the respective countries. If they outputs would be assessed only from the regional level the sustainability would be unlikely. But because there is a recorded strategic decision to focus in South Africa the organizational, financial and environmental sustainability is assessed against that decision.

3.5.1 Institutional framework, governance, organizational sustainability

With the new focus, there had been discussions with several institutions related to the vocational training such as the Fiber Processing & Manufacturing Sector Education and Training Authority (FP&M SETA), Forestry Contractor's Association, KZN DARD and Owen Sithole School of Agriculture. Eventually the project started the cooperation with Cedara College of Agriculture as its main public-sector counterpart in KZN. Due to lack of counterpart funding in Cedara, both Cedara and UNIDO agreed that SANParks in KZN would be more relevant partner for the project implementation. At the same time the project was already partnering in KZN with SAPPI's Project Grow and procuring training services from the private training service providers.

Due to limited time and funding there was a strategic decision to shift the project activities from the SADC regional level to KZN. With the limited resources, it would not have been possible to try to obtain sustainable results in regional / policy level and in the provincial / practical level. The sustainability of the improved capacity to provide training is moderately likely in SAPPI and I.C.E. The sustainability of the improved capacity in Cedara is moderately unlikely but the improved capacity of SANParks is moderately likely. Since the improved capacity is very close to the organizations core business interest, the risk of changing the institutional framework and organizational focus can be considered low. After the 3-5 years, some of the started development processes are probably weakening although some sustainability will be left. With the next Phase the sustainability could be probably enhanced.

The organizational sustainability is moderately likely

3.5.2 Technical sustainability

The assessment of the technical sustainability focuses in the procured equipment and the O&M of those equipment. Since the skills development training was decided to be done in practically oriented manner the operation of the existing equipment and procuring new equipment is related to almost all the training activities. When investing in the refurbishment of the equipment or procuring the new equipment it is also important that the training on how to operate and maintain the equipment is arranged. The sustainability of the software development and the use of tablets is moderately likely. The sustainability of the Kara mobile saw is moderately likely if it is moved to SANParks, because SANParks has capacity and economic interest to utilize it. If the mobile saw is not moved, then the sustainability is moderately unlikely. The sustainability of the 15 brush cutters is moderately

likely, since there is relatively good maintenance network, trained owners and economical interest to operate and maintain the equipment. The sustainability of the bio-waste to energy equipment is moderately unlikely, since the equipment is for the demonstration purposes only and one of the machines is clearly not working. The sustainability of the mobile kiln is moderately likely since there is clear economic interest to utilize it. Overall the specifications of the procured equipment were relatively well done. Importantly also the training and host organizations were organized in the manner which supports the technical sustainability of the equipment.

The technical sustainability is moderately likely.

3.5.3 Financial sustainability

The project activities were designed to support skills development and green employment which is directly linked to the existing, functioning forestry industry. The training related capacity development was done in partnership with mainly private sector training providers for which this type of training is their core business. Most of the procured equipment is directly linked with the business of the equipment owners or self-employment income generating processes. During the project implementation, the risk emerged for the financial sustainability because one of the main host organizations, Cedara didn't have long-term financial capacity to ensure that the investments done in the training and equipment would last. The probability for the financial sustainability was greatly improved when the decision was made to implement certain activities with the auspices of SANParks. Cedara's IASP started with the World Bank support about 10 years ago, and now SANParks can be seen as continuing similar processes but with the better financial resources. Thus, the financial sustainability of the investments done in the project seems relatively good.

The financial sustainability is moderately likely.

3.6 Project coordination and management

3.6.1 Project management

In the beginning, there were two executing UN agencies, several SADC countries and several forestry training and industry related activities on the table. This would probably have meant relatively complicated project management structure and process. However, due to mainly limited funding the training and the procurement of the equipment was done basically in one province in South Africa. Thus, also the project management structure has been lean. The project management unit has been led by the UNIDO CTA in coordination with the host institutions CEDARA and SANParks at provincial level. The CTA has been non-permanent in South Africa and the project hasn't had a permanent office. The implementation has been relying in the capacity of the host organisations, private sector partners and technical experts. The project management structure didn't include the project steering committee.

The CTA has been closely following the implementation activities, communicating with the public and private sector partners and supervising the activities. All the implementation partners seemed to be very satisfied for the management support received from the CTA related to their responsibility to implement agreed activities. UNIDO's home office coordination has been also closely involved in project design and implementation. The project has had innovative approach to rely strongly in the private sector partnerships. This approach has required that the home office coordination and the CTA have been closely fine-tuning the procurement and implementation based on the available capacity from the potential partners. The project budget has been limited and the project was decided to be concentrated in one province so the approach of having a non-resident CTA in the project has been right for this project. The approach has required that the CTA has been available and committed to solve problems from the distant through the communication channels (emails, teleconferences) and provided day-to-day backstopping to the partners.

The project did not have project steering committee. This has enabled the project to make faster decisions and optimise the project implementation strategy. The decision of not having a steering committee makes the decision making faster, but the disadvantage is that especially the national level institutional capacity building is weaker and the lobbying and the policy influence effect is weaker. The approach of not having a steering committee has not limited the project implementation activities, but the potential of having a systemic change in the national level could be higher if the steering committee would have existed. The steering committee with the committed people could be an asset for the project as well as not functioning steering committee could be a liability. Generally, the involvement of a stakeholder who will be handed over the project outputs is advisable to oversee that outputs and outcomes are sustainable and perhaps also derive legacy projects.

The project management approach and execution has been satisfactory.

3.6.2 Financial planning

The project consisted two Phases with the total budget of EUR 1,399,466. The project budget has been updated few times during the project implementation period based on the e.g. final contractual amount after the procurement processes, updated training and light updates. The revised budget (29.1.2016), which shows the updated budget lines is attached in the Annex 4.

Budget line	Description	Released Budget (in EUR)	Expenditure (in EUR)	Funds Available (in EUR)
1100	Staff & Intern Consultants	300,180.83	219,284.36	80,896.47
1500	Local travel	7,867.00	4,704.15	3,162.85
1600	Staff Travel	22,465.15	15,014.32	7,450.83
1700	National Consult / Staff	18,000.00	4,874.61	13,125.39
2100	Contractual Services	270,289.25	258,532.25	11,757.00
3000	Train/Fellowship/Study	385,204.88	365,648.61	19,556.27
4500	Equipment	226,695.30	219,738.13	6,957.17
5100	Other Direct Costs	19,669.59	9,836.26	9,833.33
9300	Support Cost IDC	15,698.00	15,698.00	0.00
		1,266,070.00	1,113,330.69	152,739.31

The project budget and expenditure as of 7th February 2017.

As the project is coming to an end in July 2017, all the activities (except one training module) have been implemented and the budget expenditure is in line with the budget. The project has had also significant in-kind contribution from the private sector partners.

Private Sector Development Partners		Paid by the project		In-kind from the companies	
Company	Country	Phase I	Phase II	Phase I	Phase II
I.C.E.	South Africa	27,472	128,496	24,800	63,220
Naledi3D	South Africa	30,454	28,023	29,343	28,048
Kallion Konepaja Ltd	Finland	97,397	0	Not recorded	Not recorded
Aika Group Ltd	Finland	39,624	178,738	46,844	108,100

Main services procured and the in-kind contribution from the selected private sector partners.

The in-kind contribution is not visible in the project budgets. It can be considered as a part of the financial management since its financial value is estimated. By calculating the financial value for the in-kind contribution is good practice. However also the realisation of the expected in-kind contribution should be also followed and assessed e.g. by monetary or by per cents.

The project's financial management has been highly satisfactory.

3.6.3 Monitoring and evaluation

The monitoring didn't have separately budget line in project's budget as the final evaluation, but the project monitoring has been done in various recorded and unrecorded ways. The CTA has visited regularly in the projects site and the UNIDO home office coordinator has

also visited project sites several times. The baseline information from the targeted beneficiaries was collected before the training and the purpose is to collect the same information again before the project ends in July 2017. At least following monitoring procedures has been used during the project implementation.

- Annual reports
- Project Progress Reports
- Baseline details from the trainees before (and after) the training
- Back to office reports from the field visits
- Monitoring financial expenditure
- Implementation Reports from the implementing partners
- Follow-up Reports from the implementing partners
- Emails, teleconferences, other meetings

In addition to recorded systematic monitoring the UNIDO has been also regularly in touch with the counterpart organisations, private sector partners and to main donor and potential donors through emails, teleconferences, regular meetings. Although there are no official records e.g. on CTA's regular communication with the partners, the evaluation team noticed from the discussions with the partners that there is regular ongoing communication. The project monitoring and evaluation implementation is regarded as satisfactory.

3.6.4 National ownership

In the Phase one there has been some commitment from national authorities from Malawi, Zimbabwe and Zambia towards the development of the situation analysis reports. But after the project focus has been moved to South Africa, the commitment has been only expected from South Africa. There has been good commitment in the provincial level by CEDARA and SANParks. In this stage, where the activities have been basically implemented only in one province, the contribution from central level has not been very large.

The project is contributing and linked to the national development objectives and the central level has been somewhat aware of the project. The central level ownership could have been created by the project steering committee (e.g. **the dti** chairing in it). But as stated earlier for this type of pilot type project, the steering committee would have unnecessarily increased the bureaucracy. The country ownership has been appropriate, but would need to be greater if the project would be expanded e.g. to other provinces.

3.6.5 Stakeholder involvement

In the provincial level the commitment and stakeholder involvement has been good. The national counterparts are committed to the project's development objectives and are directing their resources to achieve the common goals. Also, the private sector partners are committed to support the sustainable development. UNIDO, both in the HQ and field level

has managed to engage the national and international service providers to support the broader development objectives instead of just supplying the service or equipment. This sensitising effort is very difficult to measure, but it was clear from the discussions with the private sector stakeholders that UNIDO has managed to get these partners committed.

The evaluation team witnessed one brush cutter training session in the field and interviewed several participants from the other training events. It was clear from all the interviews that through the UNIDO's specification and partners outreach the selection of trainees has been relatively successful. All the trainees seemed to be very committed to learn, they highly appreciated UNIDO's support and many of them were also committed to promote sustainable practices in their communities.

3.7 Gender mainstreaming

The forestry sector in SADC region, including South Africa is still very male dominated although there are also women employees. The project had a systematic approach to look the gender aspect in the design and implementation. The Phase I included "Study on cross-cutting issues for the development of forestry sector training in Zambia, Zimbabwe and Malawi" which was focusing on the gender. In the project design, a systematic approach was used to ensure that at least 50% of the participants are female. Some training components were even designed so that 100% of the trainees were women. The project's baseline has been disaggregated by sex as well all the attendance records. As the criteria of one of the main training activities, brush-cutter training, were designed to select only single parent female headed households, the project can be seen to clearly promote women empowerment.

The evaluation team interviewed several female trainees in the middle of the training and also some women who had participated in the training earlier. From the interviews, it was obvious that the women had been empowered. They highly appreciated the training and those women whom had participated in the training earlier had started to invest in their households and their families. Women were also involved in the various positions in the project such as project managers, carpenters, wood processing workers, entrepreneurs, small forestry owners, software programmers etc.

Training participants	Amount	Notes
Total Number of trainees:	215	female: 60% (86) % male: 40% (129)
Trainees per training Component:		The discrepancy between the total number of trainees and the trainees per training component is probably due to the fact that some trainees have participated in more than one training session and / or that baseline data was collected from the
• Brush Cutter	85	
• Mobile Saw	10	
• Kiln Operation	20	
• Bio-waste to Energy	13	
• Entrepreneurship	30	

• Furniture & Wood works	to be conducted in April-June 2017	greater number of the persons than which actually participated in the training.
Average age of the trainees (year born):	1979 (38 years)	Youngest trainee: born 1997 (20 years) Oldest trainee: born 1940 (67 years)
Average personal income level:	1820.07 ZAR	EUR 122 (Exchange rate in April 2016)
Average household income level:	3816.87 ZAR	EUR 256 (Exchange rate in April 2016)
Average household size (persons in the household):	5.75	Average number of children: 2.95 Number of financial dependents: 4.72

The socio-economic data of the training participants

The project's design to limit some of the training only for the female participants, while also ensuring that there is minimum 50% target in the other training components, has been very relevant. The evaluation team witnessed women empowerment and how women have started to invest their improved income to their households. By empowering women, the project has also managed to reduce gender disparity, although the need is much higher.

4. Conclusions, recommendations and lessons learned

4.1 Conclusions

The project design to support several SADC countries in their forestry related training and SME development was highly ambitious and unrealistic in relation to the budget. The assessments done in the Phase I covered Malawi, Zambia and Zimbabwe which were eventually not involved in the Phase II implementation. However, UNIDO made bold, and not necessarily a very easy decision during the implementation of the Phase I. It decided, after the consultation with the main donor, Government of Finland, that the Phase II implementation will be done only in one SADC country, South Africa, and only in one of its provinces, KwaZulu-Natal. To have geographical and further thematic focus, has been the right decision. It made possible to achieve activities and improve outputs and outcomes.

The sustainability of the outcomes was most probably greatly improved when focus of the activities was shifted KwaZulu-Natal. The organisational sustainability is still very much depending on the decisions of the government departments such as **the dti** and the DAFF. Only then the organisational sustainability could be viewed moderately likely, if not, then it is unlikely. Thus, the project has not yet really had impact in the systemic change to the national vocational training policy in the forestry sector. The technical and financial sustainability is moderately likely, because the training and the procured equipment are

very well in line with the current needs in the markets and in line with the business processes of the training hosts and equipment owners.

The project has managed to create and improve several business partnerships, which are mainly between South African organisations and companies. There have been two non-SADC private companies as suppliers and both of them have ongoing business partnership discussion with their local partners. Overall the project's partnership approach has been well executed; there have been some innovative approaches, such as a third-party software platform to distribute applications. In addition, several private sector partners have made in-kind contributions to the project.

The project's management, financial planning and the monitoring have been appropriate. The approach of not having a resident CTA and project steering committee seems to have been more productive than counterproductive (particularly with regards to implementation), although the availability of the project steering committee and government involvement therein could have improved government's absorption of lessons-learned in the future policy development as well as scale-up.

The project design and approach had clear focus to female beneficiaries and SMEs in the forestry sector. This has justified focus and it has produced good results.

4.1.1 Evaluation Ratings

The different components of the project and the sustainability of the outcomes have been rated in the following table.

Criterion	Evaluator's summary comments	Evaluator's rating
Attainment of project objectives and results		S
• Project implementation	Planning, follow up, good personal feedback.	S
• Effectiveness	All the activities were done, with contributing to outputs and outcomes	S
• Relevance	Should have had a bit more focus in the institutional strengthening	S
• Efficiency	The results compared to the expenditure were relatively good.	S
Project Formulation		
• Logical Framework	Problem analysis, problem setting relevant, but the stakeholder	MS

Criterion	Evaluator's summary comments	Evaluator's rating
	readiness for the policy level change was not strong.	
Project Design		
• Project Design	The overall objective has been very ambitions (policy level change), while the activities and output has been more practically oriented. The Phase II has improved from Phase I.	S
Monitoring and evaluation		S
• M&E Design	The regular visit, follow up by mails, telecons.	S
• M&E Plan implementation (use for adaptive management)	The monitoring was done and it triggered e.g. the change of focus to new counterpart.	HS
• Budgeting and Funding for M&E activities	No separate monitoring budget, but several monitoring processes.	MS
Project management - UNIDO specific ratings		
• Implementation approach	Implementation through partnerships with the capable partners, worked well in RSA, but there was no project steering committee.	S
• UNIDO Supervision and backstopping	Follow up done well, good feedback from donor, good reporting etc.	HS
Sustainability of project outcomes	(Assessed mainly against the focus in South Africa, not against the SADC wide approach)	ML
• Organizational, Institutional framework, governance	The approach of having several vocational / training providers was good for the outreach but challenge for the institutional change and sustainability.	ML / MU
• Technical Sustainability	The procured equipment is relevant to the development need and the equipment host organizations.	ML
• Financial Sustainability	The project training activities are likely to continue only on very small-scale e.g. Applications and SAPPI's entrepreneurship training.	ML

Criterion	Evaluator's summary comments	Evaluator's rating
• Environmental Sustainability	In line with the government environment policy (IASP), focus in planted forests.	HS
Overall Project rating		S

Summary of the Evaluation Ratings

4.2 Recommendations

Based on the evaluation findings several recommendations can be drawn. Below are recommendations structured by addressees.

UNIDO:	
R1	The project design should be done cautiously, to avoid too ambitious development objectives compared to the available resources, especially in the regional programmes. If the available resources are smaller than expected, then also the project outputs and outcomes should be revised, not only the project activities.
R2	The project implementation without project steering committee has been justified, but the project should have had other type of systematic governance or reporting structure that would kept government in the loop or as a significant stakeholder, so the host country would learn by doing during the project implementation, but also to serve as custodian of results' post project implementation.
R3	The software applications, Chain Saw Operation and the Cutmaster saw-mill simulation tool, should be promoted to other UNIDO, UN and donor forestry-related projects in SADC region and beyond. The software applications are readily and freely downloadable.
R4	The Phase III or some related replication of the project activities should be done. This would increase the sustainability of the started development processes.
R5	Non-permanent CTA is recommended approach to implement this type of projects, but it requires high commitment and good interaction skills from the CTA, this seems to have materialised successfully in the project.
Government and/or Counterpart Organizations	
R6	Take immediate action to physically move KARA mobile sawmill from Cedara to SANParks premises. SANParks has currently much higher need for the saw than Cedara. There should be transfer of operation of the saw to SANParks, although

	Cedara could still maintain the ownership of the saw.
R7	The Government should assess the possibility to further develop and replicate this type of PPDP based model in the forestry sector to other provinces in South Africa.
Donor:	
R8	The Government of Finland should further discuss with UNIDO and Finnish private sector companies how the tripartite cooperation (UNIDO, GoF, private sector) for sustainable development could be promoted in the future.
R9	Donors should continue discussing pooling resources with the bigger cooperation with SAPPI, Mondi whom seemed to be interested about the UNIDO's value addition and project results.
R10	Potential donors should seriously consider continuing the support to the SADC forestry sector through UNIDO's PPDP approach.
Private Sector:	
R11	Private sector partners should try to enhance their business activities started during the project. This would also ensure that the equipment they have supplied has sufficient maintenance services available for the equipment owners.
R12	Other Private sector companies should look for the potential Corporate Social Responsibility interventions to continue the development process started in the project. The women that were trained in brush cutting did not all receive equipment and safety clothing and are sitting idly even after being trained. Those that received equipment and clothing are already earning an income from utilising these in the community and it would be beneficial for private sector to come on board and sponsor the other women to ensue improved outcomes and impact.

4.3 Lessons learned

The project had several innovative approaches and some lessons learnt for the wider applicability can be seen.	
•	UNIDO should continue to develop its systems to publish the procurement plan of the future projects to allow stakeholders to familiarize with the upcoming tenders as early as possible. This sensitisation could increase the amount of the potential suppliers and thus enhance UNIDO's chance to find best possible supplier.
•	UNIDO should systematically start developing the in-kind / cash contribution approach from the private sector partners towards UNIDO's project development objectives. For the private sector, UNIDO projects could e.g. provide new markets, but in the controlled and lower risk implementation environment. UNIDO should try

to systemise the measurement of the private sector contributions.
<ul style="list-style-type: none"> • Use of the third-party software platform to provide development oriented software products (e.g. applications for the Android operation system) to wider audience, also after the project has ended. Similar platforms could be utilised for the communication e.g. third-party video hosting services. instead of relying in the traditional project websites.
<ul style="list-style-type: none"> • Actively further develop PPDP approach with SMEs, search potential synergies with their business interest, but do pre-assessment that they have capacity to deliver. Close cooperation with the bigger companies, and their corporate social responsibility programmes brings synergies (this was successfully done with e.g. SAPPI).
<ul style="list-style-type: none"> • GoF was trying to mobilise Finnish SMEs to participate in the project and contribute knowhow and equipment for the sustainable forestry sector development in Southern Africa. However, this proved to be very challenging because the required services were highly focused and the SMEs didn't see the markets very interesting. In addition, the requirement of their own 50% in-kind contribution was new concept for many SMEs.
<ul style="list-style-type: none"> • In the future donors should invite UNIDO to meet also their SMEs in the different events and UNIDO should also seek more possibilities to attend in the events in order to outreach SMEs.
<ul style="list-style-type: none"> • Inputs from interviews suggest, that involvement of industry representative organisations such as Forestry South Africa, Saw-Milling South Africa, South African Forestry Contractors Association, as well as the Forestry Industries Training Providers Association would have brought more private counterparts to the project.

Annex 1. Evaluation Terms of Reference

TERMS OF REFERENCE

Independent Final Evaluation of UNIDO Project:

Revitalization of forest training centres in the SADC region for green employment

UNIDO Project ID: 130067

Budget: EUR 1,399,466 (incl. 13% PSC)

Period covered:

Phase I (Output 1-3): December 2014 – December 2015

Phase II (Output 4): March 2016 - June 2017

13 January 2017

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Annex 1: Logical Framework

Annex 2: Guidance on integrating gender in evaluations of UNIDO projects and programmes

Annex 3: Rating tables

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Annex 7: TOC for the Evaluation Report

Annex 8: Checklist on terminal evaluation report quality

1. Background and Context

In 2013, UNIDO and FAO jointly undertook a situation analysis to formulate a Regional Programme for revitalizing forest training centres in the SADC region for green employment. The situation analysis was followed with a Phase I (pilot Phase) project: Revitalization of forest training centres in the SADC region for green employment, during which FAO undertook various assessments, organized stakeholder meetings whereas UNIDO piloted forestry training packages with the private sector.

Phase I delivered its planned outputs in the form of assessments and stakeholder consultations and pilot Public Private Development Partnership (PPDP) pilot activities. FAO and UNIDO decided to separately fundraise for the Phase II project components and agreed that the objectives tree remains unchanged from the Phase I to the Phase II and that the Phase II interventions of both organizations will contribute to the same development objective: 'Improved regional collaboration on forestry and wood industry education and training in the SADC Region leading to creation of green employment and sustainable forest management and utilization'

All the assessments and training materials can be accessed at sadc-forest.org multi-media web site. The web site was created to facilitate the regional collaboration in terms of exchanging training material, reports and testimonials of the PPDP pilots. The web site will be updated with Phase II materials and will be linked to UNIDO's Learning and Knowledge Development Facility (LKDF) portal: www.lkdfacility.org

2. Project

Background

During the stakeholder consultation meetings, the following fields of work were identified as areas where UNIDO's value chain upgrading assistance was required:

Malawi

- Technology introduction and development programmes to introduce appropriate technologies to SMEs operating in forestry, wood processing, energy generation and use of fuel wood;
- Curricula Development should also include new subjects like REDD+, entrepreneurship, environment issues, forest degradation, waste disposal, gender issues and NWFPs.

South Africa

- Providing training to small tree farmers and tree out growers and forestry dependent livelihoods;
- Supporting and strengthening capacities of the forest contractors through enterprise and SME development, training and skills development;
- Development of furniture making and timber frame structure industry through above mentioned education and capacity building together with sector technology development;
- Introduction and piloting of mobile training units to train students on site and closer to their homes.

Zambia

- Improvement of vocational skills & entrepreneurship skills.

Zimbabwe

- Skills development in the SME sector;
- Competence based structured and short courses;
- Entrepreneurial / Apprenticeship training skills;
- Develop forest products value chains;
- Bioenergy and biotechnology;
- Optimization of wood recovery.

The donor for Phase I was the Government of Finland through the trust fund for Business Partnerships. The agreement text stipulates the following: The Finnish contribution shall be used to support the engagement of Finnish companies in the UNIDO Business Partnership activities through the establishment of a dedicated trust fund, which shall contribute to the project entitled "Revitalisation of forest training centres in the SADC region for green employment Phase I" (ID 130067), its anticipated deployment Phase II. Therefore, the country priority lists were screened against their possibilities and opportunities for PPDP arrangements.

After conducting a SWOT analysis, a decision was made to locate the Phase I pilot activities in South Africa's Kwazulu-Natal province. To ensure the continuity and sustainability of the interventions of Phase I, the proposed UNIDO's intervention during Phase II will also be located in South Africa's Kwazulu-Natal province where the poverty levels and forest resources are one of the highest in the country but business environment is still favorable enough to attract private sector interest to participate in training components.

Outcomes and outputs

Summary of project outcomes and outputs are as follows:

Development Objective:
Improved regional collaboration on forestry and wood industry education and training in the SADC Region leading to creation of green employment and sustainable forest management and utilization
Outputs:
Output 1: Baselines, assessment, sensitization meetings and feasibility studies (FAO)
Output 2: Two pilot skills development initiatives with the private sector (UNIDO)
Output 3: Full-size programme formulation
Output 4: Skills development initiatives with the private sector

The Logical Framework (modified after the mid-term review) is presented in Annex 1.

Beneficiaries

- Forestry education institutions like forestry schools, colleges and universities.
- Entrepreneurs and enterprises operating in forestry and forest industry operations.
- Community people living close to forest plantations and forest reserve areas.
- Small-scale farmers and plantation owners growing trees and managing small-scale forest plantation plots.

- Teachers, lectures and trainers of the forestry colleges, universities and technical vocational schools.
- Sawmillers, wood processors and carpenters.
- Workers and employees of the forestry and wood processing companies.

Budget information

Total allotment:

Project Budget	Total (in EUR) (Dec 2014-Jul 2017)	Phase I (in EUR) (Dec 2014-Dec 2015)	Output 4/Phase II (in EUR) Mar 2016-Jul 2017)
Budget	1,266,070	646,601	619,469
Support costs, 13%	133,396	52,865	80,531
Total	1,399,466	699,466	700,000

Total expenditure (as of 23.12.2016):

Released Budget (in EUR)	Expenditure (in EUR)	Funds Available (in EUR)
659,207.84	467,168.27	192,039.57

3. Purpose of the Independent Evaluation

The main purpose of the independent final evaluation is to collect lessons learnt with a forward looking approach that gives operational and practical recommendations into future projects and business partnerships.

The report will be of interest to concerned UNIDO staff at the HQ and in the field, UNIDO's counterparts as well as the donor community.

4. Scope and Focus of the Independent Evaluation

The evaluation will span the projects' process from the beginning to the end (the present), but will be limited in focus to describe major projects activities and document the results achieved and assess the likelihood of achieving planned outcomes.

Inter alia, this includes analysis of pertinent issues such as management arrangements, procurement and financial procedures, timeliness of interventions, selection of beneficiaries, and prospects for sustainability.

5. Evaluation Issues and Key Evaluation Questions

The following issues and questions are expected to be included in the assessment:

Ownership and Relevance

Describe and assess to what extent:

- The project design is likely to contribute to the development objective – if the outputs as formulated in the project document are relevant and sufficient to achieve the expected outcomes and objectives.

Effectiveness

- Describe and analyse the level of results achieved compared to the log frame (see Annex 1);

Design

- Logframe and Results Indicators: to what extent does the log-frame and indicators capture relevant results?

Impact and Sustainability

To what extent has:

- The project contributed to systemic changes to national vocational training policies in the forestry sector?
- What is the prospect for technical, organizational and financial sustainability of the training programmes?
- The project contributed to creating business partnerships (including between Finland and the SADC region).

Gender

- To what extent has gender aspects been mainstreamed and implemented in project life cycle (indicative guidance and evaluation questions are provided in Annex 2)?

In addition to the qualitative assessment based on the evidence gathered in the evaluation, the evaluation team will rate the project on the basis of the rating criteria for the parameters described in Annex 3. Ratings will be presented in the form of tables with each of the criteria / aspects rated separately and with brief justifications for the rating based on the findings and the main analyses. Table 4 in Annex 3 presents the template for summarizing the overall ratings.

6. Independent Evaluation Approach and Methodology

The Independent Evaluation will be conducted in accordance with the UNIDO Evaluation Policy and the UNIDO Guidelines for the Technical Cooperation Programmes and Projects.

It will be carried out using a participatory approach whereby all key parties associated with the project are kept informed and regularly consulted throughout the evaluation. The lead evaluation consultant will liaise with the Project Manager on the conduct of the evaluation and methodological issues.

The lead evaluation consultant will be required to use different methods to ensure that data gathering and analysis deliver evidence-based qualitative and quantitative information, based on diverse sources. The lead evaluation consultant will develop interview guidelines.

The methodology will be based on the following:

1. A desk review of project documents including, but not limited to:
 - (a) The original project document, monitoring reports (such as progress and financial reports, output reports (case studies, action plans, sub-regional strategies, etc.) the mid-term review evaluation report and relevant correspondence.
 - (b) Other project-related material produced by the project.
2. Interviews with project management and technical support including staff and management at UNIDO HQ and in the field and – if necessary - staff associated with the project's financial administration and procurement.
3. Interviews with project partners including donors, companies, and partners that have been selected for co-financing as shown in the corresponding sections of the project documents.
4. Interviews with intended users for the project outputs and other stakeholders involved with this project. The evaluator shall determine whether to seek additional information and opinions from representatives of any donor agencies or other organizations.
5. Interviews with the UNIDO's project management.
6. Other interviews, surveys or document reviews as deemed necessary by the lead evaluator and/or UNIDO EVA.

The list of reference documents are provided in Annex 4.

7. Evaluation Team Composition

The evaluation will be conducted by a team of an international and national (South African) evaluation consultants. The lead evaluator will be working under the guidance of the Evaluation Manager in UNIDO Independent Evaluation Division (IEV) in coordination with the Project Manager of the project in Agri-Business Development Branch.

The evaluation consultants must not have been directly involved in the design and/or implementation of the projects.

For Job Descriptions of the evaluation consultant/s, please refer to Annexes 5 - 6.

8. Time Schedule and Deliverables

The Independent Evaluation is scheduled to take place in the period from 23 January to 30 April 2017.

The following are the expected deliverables of the evaluation:

1. Desk study of documentation
2. Interviews with key stakeholders and beneficiaries (face-to-face interviews in Vienna, Finland and South Africa.
3. Draft and Final Independent Evaluation report in English (refer to Annexes 7 and 8). Maximum 15-20 pages long. Deadline for the draft report: 31 March, and for the final report 30 April 2017.

4. Presentation of final results in Vienna and Finland.
5. Main recommendations collected in a PPT presentation.

Draft reports submitted to UNIDO IEV are shared with the Project Manager for initial review and consultation. They may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions. The consultation also seeks agreement on the findings and recommendations. The evaluators will take the comments into consideration in preparing the final version of the report.

9. Quality assurance

The Project Manager will be responsible for managing the evaluation, preparing the terms of reference (TOR) and the job description (JD) of the evaluation consultant(s) on the basis of guidance of UNIDO's Independent Evaluation Division (IEV). The Project Manager will forward drafts and final reports to IEV for review, distribute drafts and final reports to stakeholders (upon review by IEV), and organize presentations of preliminary evaluation findings which serve to generate feedback on and discussion of evaluation findings and recommendations at UNIDO HQ.

Annex 2. List of Interviewees

Donors and Implementation Agencies

Name	Title	Organisation
Gerardo Pataconi	Director, Agribusiness Department	UNIDO
Moll de Alba UNIDO	Chief, Country Partnerships Division	UNIDO
Javier Guarnizo Olivera	Chief, Independent Evaluation Division	UNIDO
Virpi Stucki	Industrial Development Officer	UNIDO
Sean Paterson	Chief Technical Advisor	UNIDO
Emilia Autio	First Secretary	Permanent Mission of Finland, Vienna
Antti Piispanen	Counsellor	MFA Finland
Kari Alanko	Ambassador	Embassy of Finland, Pretoria
Anu Saxen	Ministerial Counsellor	Embassy of Finland, Pretoria
Päivi Lehtonen	Counsellor	Embassy of Finland, Pretoria

Counterparts (Public Sector)

Name	Title	Organisation
Tafadzwa Nyanzunda	Director: Resource-based Industries	the dti
Stella Maphiri	Deputy Director: Forestry-based Industries	the dti
Bheki Dlamini	Assistant Director: Value Added Industries	KZN EDTEA (CEDARA College)
Thobeka Zondi	Project Officer: Value Added Industries	KZN EDTEA (CEDARA College)
Bonny Bridgeford	Acting Mill Manager – Durban Furniture Factory	SANParks

Counterparts (Private Sector) and other Stakeholders

Name	Title	Organisation
Sari Laaksonen	Independent consultant	Salaco Ltd
Teppo Kettula	CEO	Aikagroup Ltd

Peter Fladerer	CEO	TBFladerer GmbH / Aikagroup Ltd
Harri Kannosto	Independent Consultant	PuuKannox / Kallion Konepaja Ltd
Ray Kinsley	Managing Director	I.C.E Consulting
Tim Netterville	Project Manager: Development	Sappi Project Grow
Dave Lockwood	Managing Director	Naledi 3D / EON Reality
Erik Kruger	VR Technical Director	Naledi 3D / EON Reality
Lucett Ramokgoba	Business Development and Project Management	Naledi 3D / EON Reality
Peter Smith		EMI cc (Kiln building and refurbishment contractor)
Ian Henry	Branch Manager	Saw Specialist Ltd
Hugo Pienaar	Forestry Manager (Project Grow South)	Sappi
Dutliff Smith	Business Manager Community Projects	Sappi
Laird Mitchell	Forestry Development Manager (Mondi Zimele)	Mondi
Rodger Godsmark	Operations Director	Forestry South Africa
Norman Dlamini	Business Development Director	Forestry South Africa
Estell van Aardt	Manager	South African Forestry Training College (SAFTC)
Bongiwe Ncube	Administrator	South African Forestry Training College (SAFTC)
Heta Pyhälähti	Head of Trade Center	Finpro, Johannesburg
Carina Hedberg-Kivistö	Manager / Coordinator	Energy and Environment Programme
Lauri Tuomaala	Manager / Coordinator	Energy and Environment Programme

Beneficiaries

Name	Training Received	Currently Placed at
Khaya Ngema	Waste-to-energy, kiln operation, saw blade doctoring	
Mpilo Mkhize	Lucas Mill	SANParks

Peter Mthembu	Waste-to-energy	SANParks
Mthobisi Ngcobo	Kara Sawmill	Cedara
Thembani Ndlovu	Waste-to-energy	SANParks
Sonto Sikhakhane	Kiln building, Chainsaw	
Derrick Mlawuza	Kiln operation and building	SANParks
Several women in KwaMbonambi	Bush-cutting and chain-saw milling	KwaMbonambi

Annex 3. Documents reviewed

- UNIDO, Summary of Situation Analysis
- UNIDO, FAO, Situation analysis, Juha Kiuru & Abraham Makano
- UNIDO, FAO, Project document,
- UNIDO, Progress report 08 October 2015
- UNIDO, Final report, February 2016
- UNIDO, Bidding documents: Expression of Interest, Provision of forestry industry related training components in South Africa
- UNIDO, Terms of References, Wood Drying Kilns for Small Plantation Operators, April 2016
- UNIDO, Bidding documents: TOR for Training Package A. Sample, UNIDO
- UNIDO, Technical Specifications Requirements for Containerized Wood Drying Kiln
- UNIDO, NALEDI 3D. Demystifying Chainsaws for Operators
- UNIDO, Phase II, Revised project document 29.1.2016
- UNIDO, Phase II, Output 4 synopsis
- UNIDO, Phase II Progress report October 2016
- SALACO Ltd, Assessment report, August 2016,
- UNIDO, Phase II, Briefing session report
- UNIDO, Bidding documents: TOR and Technical Specifications for Training Package
- FAO/UNIDO Fundraising strategy
- FAO's assessments: cross cutting issues
- FAO's assessments: Feasibility study ZA, ZIM
- FAO's assessments: Forest fire report
- FAO's assessments: Education report MAL
- FAO's assessments: TNA report ZIM
- Stakeholder and Beneficiary interviews and related training material and attendance records in South Africa
- Project videos <https://www.lkdfacility.org/perspectives/?countries=south-africa>
- Video interviews of PPDP beneficiaries available from:
<https://www.lkdfacility.org/perspectives/?projects=sadc-southern-africa>
- Training materials including virtual reality applications available from <http://sadc-forest.org/training>
- UNIDO Evaluation Policy Guidelines
- UNIDO Thematic Evaluation of UNIDO's Public Private Partnerships
- Project web site: <http://sadc-forest.org> (including curricula: Wood drying, Sawmilling, Chain Saw)
- UNIDO, <http://www.unido.org/agro/wood-and-non-wood-forest-products-industry.html>







- SDGs, <http://www.un.org/sustainabledevelopment/sustainable-development-goals/> and <https://sustainabledevelopment.un.org/sdgs>
- UNDAF South Africa, http://www.undp.org/content/dam/south_africa/docs/Agreements/UN%20SCFramework.pdf
- SADC Policies in Natural Resources, <http://www.sadc.int/themes/natural-resources/forests/>
- SADC Protocol on Forestry (2002), http://www.sadc.int/documents-publications/show/Protocol_on_Forestry2002.pdf
- The Fibre Processing and Manufacturing (FP&M) SETA, <http://www.fpmseta.org.za/>
- Forest resource map of South Africa, DAFF, <http://www.daff.gov.za/daffweb3/Branches/Forestry-Natural-Resources-Management/Forestry-Regulation-Oversight/Maps>
- World Bank South Africa Overview, <http://www.worldbank.org/en/country/southafrica>

Annex 4. Revised project budget 29.1.2016

BL	Description	Unit	Qty	Total	
				Unit Cost EUR	Total Cost EUR
11	International Experts (incl. travel, DSAs)	Month	8.5	10,000	85,000
11	International Expert (for wood drying component)	Month	1.0	10,000	10,000
11	International Expert (identifying linkages with other Finnish initiatives)	Month	1.0	10,000	10,000
11	International Expert/s (incl. travel, DSAs)	Month	16.0	10,000	160,000
11	Evaluation	Lump sum	1.0	30,000	30,000
11	Baseline and Endline collection by the LKD Facility	2% of the total budget	1.0	14,000	14,000
15	Project Travel	Lump sum	1.0	7,000	7,000
15	Project Travel	Lump sum	1.0	5,000	5,000
16	Staff Travel	Lump sum	1.0	13,000	13,000
16	Staff Travel	Lump sum	1.0	7,000	7,000
17	National Experts and Consultants	Month	12.0	1,500	18,000
21	Agreement with FAO	Lump sum	1.0	224,250	224,250
21	Technical support on wood drying	Lump sum	1.0	60,000	60,000
21	Re-construction of a kiln	Lump sum	1.0	15,000	15,000
21	Promotional material (film of the pilot project)	Lump sum	1.0	16,403	16,403
30	Training Packages (with the Private Sector)				
	1. Brush saw Training for Women Forestry Contractors	Lump sum	1.0	85,750	85,750
	2. Resaw and Optimization	Lump sum	1.0	27,000	27,000
	3. Wood Drying and for Small Plantation/Forest Users	Lump sum	1.0	21,250	21,250
	4. Bio-Fuel/Waste Recovery	Lump sum	1.0	23,000	23,000
	5. Wood Industries	Lump sum	1.0	28,469	28,469
	6. Entrepreneurship and Enterprise Development	Lump sum	1.0	15,000	15,000
33	Training	Lump sum	1.0	16,000	16,000
33	Training session on wood drying	Lump sum	1.0	15,000	15,000
33	Demonstration training event during the Word Forestry Congress	Lump sum	1.0	3,000	3,000
33	Virtual training on Personal Protective Equipment use (PPE)	Lump sum	1.0	15,000	15,000
35	Meetings and workshops	Lump sum	1.0	4,000	4,000
45	Equipment	Lump sum	1.0	130,000	130,000
45	Equipment for training packages	Lump sum	1.0	170,000	170,000
51	Miscellaneous	Lump sum	1.0	5,250	5,250
51	Operational costs for the sawmill and kiln trainings	Lump sum	1.0	2,000	2,000
51	Communications/Advocacy	Lump sum	1.0	6,000	6,000
51	Operational Costs	Lump sum	1.0	9,000	9,000
93	FAO Support costs		1.0	15,698	15,698
	Total				1,266,070
	Administration Support Cost (13%), UNIDO				133,396
	Grand Total				1,399,466

Annex 5. Phase II Intervention areas, location details, and calendar work plan

10. Operational Workplan: Phase II Intervention Areas, Location Details, and Calendar Workplan

#	Component	Training Target	Trained or In-Training	%	Training Site Details	July		August		September		October		November		December		January		February	
						I	II	I	II	I	II	I	II	I	II	I	II	I	II	I	II
1		75	75	100	Name of Site: SiyaQhubeka Plantation Location: Kwambonambi Lat: S28°37' 28.86" Long: E32°14' 53.10"																
2		10	10	100	Name of Site: IASP Location: Cedara College of Agriculture Lat: S29°32' 29.55" Long: E30°16' 9.17"																
3		25	20	80	Name of Site: Lumber Jacks Forestry Location: Howick Lat: S29°28' 37.12" Long: E30°11' 35.18"																
4		13	13	100																	
5		20	0	0	Name of Site(s): IASP and SANParks Location(s): Cedara and New Germany Lat (Cedara): S29°32' 29.55" Long: E30°16' 9.17" Lat (New Germany): S29°48' 6.18" Long: E30°53' 27.59"																
6		45	15	33	Name of Site: Suppi Training Centre Location: Richmond Lat: S29°52' 22.92" Long: E30°13' 40.92"																
Totals		203	133	66																	

Annex 6. Chronology of mission

Day	Date	Meeting Event	Location Details
Monday	20 th Feb 2017	<ul style="list-style-type: none"> Meeting with the Embassy of Finland Mission Planning The with the dti 	Pretoria
Tuesday	21 st Feb 2017	<ul style="list-style-type: none"> Meeting with the Energy and Environment Programme Meeting with the Finpro, Finnish Business Promotion Board Meeting with NALEDI3D 	Pretoria, Johannesburg
Wednesday	22 Feb 2017	<ul style="list-style-type: none"> Arrive in Pietermaritzburg Drive to Richmond Training Centre Meeting with Tim Netteville 	Richmond Training Centre S29°52'22.92"/E30°13'40.92"
Thursday	23 Feb 2017	<ul style="list-style-type: none"> Travel to Cedara and Meet with Bheki View the KARA sawmill working View Wood-Mizer Resaw working View Kiln in Operation View Furniture Making Facilities View Final Products for Sale Interview Kiln Operator Interview Saw Mill Trainee Travel to Richards Bay Meeting with Ray Kinsey 	Invasive Alien Species Programme Cedara College of Agriculture S29°32'29.55"/E30°16'9.17" Richards Bay S28°47'26.15"/E32° 5'34.81"
Friday	24 Feb 2017	<ul style="list-style-type: none"> View Brush Saw Training Site Visit to Chain Saw Operations (Mondi) Site Visit of demonstration of the Chainsaw Sawmill Interview with Brush Saw Trainees View Mobile Classroom 	Mobile Classroom S28°37'28.36"/E 32°13'41.19"
Saturday	25 Feb 2017	<ul style="list-style-type: none"> Meet Brush Saw Trainees (Monitoring Mission) Interview a Entrepreneurship Graduate (Group 1) Interview a Entrepreneurship Graduate (Group 2) Interview Clinton, Interview Daumi Demonstration of ICE new Sawmill 	Various Sites around Kwambonambi
Sunday	26 Feb 2017	<ul style="list-style-type: none"> Travel from Richards Bay to Pietermaritzburg Office Work/Prep Work 	Travel Day
Monday	27 Feb 2017	<ul style="list-style-type: none"> Interview with Saw Specialists See SANParks trainee in apprenticeship Interview with Waste to Energy Graduate Interview with South African College of Forestry Interview with Peter Smith (Kiln Builder/AIKA) 	Saw Specialist S29°36'23.75"/E 30°22'19.74" South African College of Forestry S29°40'8.51"/ E30°26'53.44"

Tuesday	28 Feb 2017	<ul style="list-style-type: none"> • Interview with Bonny at SANParks • View Saw milling operations • View Kiln Drying operations • View Resaw Operations • View Wood Line Production • Conduct Site Visit to Milling Operations • Conduct Site Visit to Harvesting Operations 	SANPark's Lumber Jacks Site S29°28'37.12"/ E30°11'35.18"
Wednesday	01 Mar 2017	<ul style="list-style-type: none"> • Interview Lucas Mill Operators • Interview Wood Mizer Operators • Interview Kiln Operator Supervisor • Finalize Interviews with Bonny 	SANPark's Lumber Jacks Site S29°28'37.12"/ E30°11'35.18"
Thursday	01 Mar 2017	<ul style="list-style-type: none"> • Interview with Sappi (Dutliff Smith) • Interview with Mondi (Kerry Davis) • Interview with Forestry South Africa 	Sappi: S29°34'23.63"/ E30°20'3.22" Mondi: S29°33'51.64"/ E30°18'9.74" Forestry South Africa: S29°37'35.25"/ E30°24'17.82"
Friday	03 Mar 2017	<ul style="list-style-type: none"> • Flex and Follow Up Day, End of the Mission 	Pietermaritzburg

Annex 7. Detailed effectiveness analysis with activities

Impact, Phase I and Phase II	Results	Notes
Revitalization of forest training centres in the SADC region for green employment	<ul style="list-style-type: none"> The project has sensitised national authorities in Malawi, Zambia and Zimbabwe about the need and potential to develop their national forestry sector, but it has not made much impact since the regional programme has not started. The project has created very limited impact in the national vocational training level in South Africa, although a national vocational college, CEDARA, was part of the project. the dti was not part of the project. The lessons learnt from the Phase I and Phase II has not been applied by the dti. Several trainees are applying the lessons learnt in the current jobs or are now self-employed because of the skills and equipment received from the project. There are indications of improved household incomes. The capacity of the training providers has increased and they have started to utilise their improved capacity to further increase green employment and skills development The partnerships have improved the service providers' knowledge of the local markets and they have increased to develop and offer their services. 	
Outcome, Phase I	Results	Notes
Capacity building programme to strengthen forestry education institutions in the SADC region with a special emphasis of wood industry labour needs developed and supported by SADC countries, by donors and but the private sector	<p>Outcome has been partially realised. Based on the situation analysis and limited resources the focus was restricted to South Africa. Only few forestry training education entities in South Africa were involved, namely South African Forestry Training College & I.C.E, SAPPI's Project Grow training facilities and CEDARA College.</p> <p>The focus was very limited compared to the SADC broad approach, but it has managed to deliver good results for the wood industry labour and SME needs.</p> <p>Institutional strengthening has not really happened since the focus was mainly in the training content and not in the institutions</p>	The decision to focus in South Africa instead of trying to thinly cover several SADC countries was right.

	organisational development.	
Output 1., Phase I	Results	Notes
Baselines, assessments, sensitization meetings and feasibility studies	The output has been achieved. There have been in total five different assessments done covering the project countries Malawi, Zambia and Zimbabwe. There have been several sensitization meetings in all project countries, including South Africa. Also, the baseline has been collected from the trainees before they participated in the training.	The utilisation of the studies is unclear.
Output 2., Phase I	Results	Notes
Two pilot skills development initiatives with the private sector	<p>The output has been achieved. There have been two main PPDP clusters with at least four pilot initiatives. Training software (chainsaw operation and Cut-master) development with Naledi3D, entrepreneurship training with SAPPI, brush cutter training for women by I.C.E., and wood processing related supply and training of mobile saw by Kallion Konepaja Ltd. At least two initiatives, software and entrepreneurship training are likely to be sustainable.</p> <p>The role of the partners were as follows:</p> <ul style="list-style-type: none"> •SAFTC provided FP&M SETA-accredited training content to I.C.E who delivered the content through a deployed mobile training classroom and provided brush cutting and chain saw milling practical training to breadwinning rural women who head children and other family members to support. •SAPPI's Project Grow provided training facilities and entrepreneurship-related training •CEDARA provided KARA saw-mill and KILN training in partnership with suppliers, and some trainees were contracted by SANParks. •Naledi 3D developed a chain saw application (android-based and to be implemented for iOS as well). SAFTC, I.C.E. and CEDARA provided inputs in this regard 	There have been very good models.
Output 3., Phase I	Results	Notes
Full-size programme formulation	The output has been partially. FAO has been responsible lead in developing regional SADC Programme and the national projects with the focus on changing the national level training curriculum and policy change. However, UNIDO haven't received these documents although these have been requested from FAO. As a part of the output UNIDO has implemented systematic and strategic	It is unclear what is happening with this FAO's programme document.

	approach in the fundraising.	
Cluster of Activities	Results	Notes
<p>1.1: Training needs assessment on wood processing, joinery and furniture MSMEs in Zimbabwe</p> <p>1.2: Study on community forestry development in Malawi</p> <p>1.3: Regional baseline study to assess the forest fire management practices</p> <p>1.4: Feasibility Study on viability of the FITC's Demonstration Plant in Zimbabwe</p> <p>1.5: Feasibility study on "Centre of Excellence" creation in Zambia</p> <p>1.6: Regional study on cross-cutting objectives</p> <p>1.7: Sensitization and project planning meetings</p>	<p>1. Done. September 2015. "Training needs assessment study report for the forestry, forest industry and micro, small and medium enterprises (MSMEs) sectors in Zimbabwe".</p> <p>2. Done 31.7.2015. "Strengthening Forestry Education and Training in Malawi to integrate Community based Forestry and Food Security"</p> <p>3. Done 20th April 2015. "A regional base line study and analysis to assess the forest fire management practices in Zambia, Zimbabwe and South Africa & Propose a forest fire management component for the SADC Regional Programme Document"</p> <p>4. Done 19th April 2015. "Feasibility study on options to develop, restructure and/or reorganize the existing forest training institutions in Zimbabwe and Zambia"</p> <p>5. Done 19th April 2015. "Feasibility study on options to develop, restructure and/or reorganize the existing forest training institutions in Zimbabwe and Zambia"</p> <p>6. Done. 26th October 2015. "Study on cross-cutting issues for the development of forestry sector training in Zambia, Zimbabwe and Malawi"</p> <p>7. Done.</p>	
<p>2.1: Negotiations with the private sector partners in order to establish PPDPs</p> <p>2.2: Procurement and installation of a mobile training unit for mobile sawmilling and saw-doctoring of furniture and joinery skills development</p> <p>2.3: Organizing first pilot training courses with the established mobile training unit</p> <p>2.4: Purchase and installation of modern training (virtual, e-learning) system</p> <p>2.5: Training of the forestry institute staff on the use of the established modern training systems</p>	<p>1. Done. meetings with SAPPI, Mondi done. The role of the RSA public sector in the PPDPs. Also Naledi3D, Kallion Saha Ltd, EMI, South African Forestry Training College. Phase 2: Aikagroup, I.C.E. Forestry, EMI, SAPPI, Mondi, Kallion Saha Ltd..</p> <p>2. Mobile training unit has been installed, but it is mainly used for the saw brush training, not sawmilling or furniture related skills training. Check what was done in Phase I?</p> <p>3. Done in Phase 2, not in Phase 1.</p> <p>4. Done in Phase I, with NALEDI3D and tablets.</p> <p>5. Cedara staff trained to use chainsaw app or other modern training systems.</p>	
Activity 3.1: Formulation of a regional SADC Programme and the National Projects including a fund-raising strategy	Done. FAO has developed regional programme, but the document is not shared with UNIDO. UNIDO has had systematic /strategic approach in raising funds.	

Outcome, Phase 2	Results	Notes
<p>Improved regional collaboration on forestry and wood industry education and training in the SADC Region leading to creation of green employment and sustainable forest management and utilization</p>	<p>Outcome has been partially achieved. All the Phase II activities have taken place in the KZN province in South Africa and not in the other SADC countries or with the SADC Secretariat. However, the activities in KZN have created green employment and contributed to the sustainable forest management and utilisation. Several trained persons have either got employed or are applying their new skills in their existing jobs. The activities have increased knowledge and improved management practices for wood based processes. Also, the collaboration has been increased locally (not regionally) e.g. with forest industry (SAPPI), CEDARA and SANParks.</p> <p>Although the focus has been right and approach relevant, the scale of activities has been relatively small compared to the needs in the KZN and South Africa. And probably similar, but adapted approach could be applied to e.g. those SADC countries which were initially planned to be involved.</p>	
Output 1, Phase II	Results	
<p>Skills development initiatives with the private sector</p>	<p>The output has been achieved. There have been several initiatives with the private sector. Most were initiated in Phase I, but further developed in Phase II. The initiatives were targeted to train women who were leading single parent households (self-employment/entrepreneurship) and to support existing South African government led Invader Alien Species Programme (semi-industrial level). The skills development initiatives have increased the empowerment and employment of women and improved the capacity of CEDARA and SANParks in their wood processing processes. E.g. totally 85 women were trained in using brush cutters and 15 best women were supplied the necessary equipment to be self-employed and 45 small-scale suppliers / aspiring entrepreneurs were provided entrepreneurship training.</p> <p>SMTC/I.C.E and SAPPI Project Grow provided training and Naledi 3D provided a simulation saw-mill software (the CUTMASTER) in addition to the chain saw application developed in Phase I. Saw Specialist provided training to a CEDARA trainee on saw doctoring relevant for the KARA blade maintenance.</p>	<p>Relates to the PPDPs, some very good partnership.</p>

Cluster of activities		
<p>4.1: Brush saw Training for Women Forestry Contractors</p> <p>4.2: Wood Recovery and Saw Log Optimization</p> <p>4.3: Wood drying for Small Plantation/Forest Users</p> <p>4.4: Bio-fuels from waste</p> <p>4.5: Wood Industries and Products</p> <p>4.6: Entrepreneurship and Enterprise Development</p>	<p>1. Partially done. Training done for 75/85 women. Most likely only few of them were contractor before the training. And only those who received the equipment (15) are probably now small-scale contractors.</p> <p>2. Done. Training on KARA was done also in Phase 2. Some of the trained in Cedara had moved to SANParks. Training also in Lucas Mill, Woodmizer, and chain saw mill. Cut Master software developed.</p> <p>3. Partially done. Training done in the use of kiln. This training relevant mainly if the person operates kiln.</p> <p>4. Training done, but the equipment not functional and not relevant for the conditions. The training was limited in the pelletizing, but it could have been broader to showcase also other options for the biomass waste to energy.</p> <p>5. Not done. Possibilities to develop wood based products, but training was not done yet (probably will take place in March/ April). Eco-coffins and schools desk manufacturing are already done.</p> <p>6. Training for 25 done. Trainees coming from RB the brush operators, contractors in the PMB area and people from community in the PMB area.</p>	

Annex 8. Selected photos from the field mission

		
KARA Sawmill (Procured by the project)	Mobile Kiln (Procured by the project)	Chainsaw protection equipment (Procured by the project)
		
Chipper (Procured by the project)	Woodchips to sawdust machine (Procured by the project)	Briquetting machines (Procured by the project)
		
Woodmizer (Refurbished by the project)	Circular Sawing Blade Mill (Procured by the project)	Brushcutter training, machines, mobile container classroom (Procured by the project)
		
Brushcutter training and mobile container classroom (Procured by the project)	Invader Species Wood Processing	Brushcutter Women Entrepreneurs