



FINAL EVALUATION REPORT

Evaluation of the SwedBio Support to BES-Net and Resilience Work of UNDP Titled:

**“Support to Capacity –Building under IPBES through the
Development of BES-Net and Support to Work for Resilience
Thinking in Development” (Dec. 2013- Dec. 2015)**

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December 2, 2016

Name of the UNDP project:	“Support to Capacity –Building under IPBES through the Development of BES-Net and Support to Work for Resilience Thinking in Development”
Project ID:	PIMS 4238
Project Number:	Project 63853 – EEG BD PIMS 4238
Evaluation timeframe:	December 2013 - December 2015
Date of evaluation report:	November, 2016
Requested by:	SwedBio
Region and countries included in the project:	Global project: multiple regions/countries
Executing agency and project partners:	UNDP UNOPS
Evaluator:	Hernán Torres

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ACKNOWLEDGEMENTS

The evaluator would like to thank **Dr. Jamison Ervin**, Manager of the Global Biodiversity Program, Bureau for Policy and Programme Support of the United Nations Development Programme (UNDP), who was in charge of the resilience component of the project, and **Solène Le Doze**, Capacity Network Coordinator for the Biodiversity and Ecosystem Services Network (BES-Net) of the United Nations Development Programme (UNDP). They have kindly provided all of the information requested and willingly answered all questions related with this evaluation.

Appreciation is also extended to the UNDP staff who contributed with information, in particular **Eileen de Ravin**, Manager of the Equator Initiative at the United Nations Development Programme (UNDP), who was in charge of the BES-Net component of the project when it began and was a key source for administrative and financial matters, and **Manju Rai**, Programme Associate, who provided key financial information.

At the same time, the evaluator is grateful for the time dedicated by the stakeholders who responded questionnaires regarding the project: **Maria Schultz**, Programme Director of Resilience Development Programme (SwedBio) at Stockholm Resilience Centre and the Swedish focal point for this project; **Sara Elfstrand**, PhD, Programme Coordinator of SwedBio at Stockholm Resilience Centre; **Thomas Koetz**, Programme Management Officer at the IPBES Secretariat; **André Luiz Gonçalves**, Instituto Federal Catarinense; **Kudzai Kusena**, University of Cape Town; **Million Belay**, founder of the Movement for Ecological Learning and Community Action (MELCA-Ethiopia), who was in charge of the resilience activities of the project in Ethiopia; and **Abebayehu Kassaye**, MELCA staff, Bale Branch.

ACRONYMS

AFSA	Alliance for Food Sovereignty in Africa
BCPR-UNDP	Bureau for Crisis Prevention and Recovery of the United Nations Development Programme
BES	Biodiversity and ecosystem services
BES-Net	Biodiversity and Ecosystem Services Network
BMUB	Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety of Germany
CBD	Convention on Biological Diversity
CFR	Certified Financial Report
CGIAR	Consortium of International Agricultural Research Centers
CSIRO	Commonwealth Scientific and Industrial Research Organisation
FAO	United Nations Food and Agriculture Organization
GC-RED	UNDP Global Policy Centre on Resilient Ecosystems and Desertification
GEF	Global Environment Facility
GPC–Nairobi	Global Policy Centre on Resilient Ecosystems and Desertification
GRAID	Guidance for Resilience in the Anthropocene: Investments for Development
IPBES	Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services
IUCN	International Union for the Conservation of Nature
MEAs	Multilateral Environmental Agreements
MELCA	Movement for Ecological Learning and Community Action - Ethiopia
NEA	Norwegian Environment Agency
RAPTA	Resilience, Adaptation Pathways and Transformation Assessment
SGAN	Sub-Global Assessment Network
Sida	Swedish International Development Cooperation Agency
SRC	Stockholm Resilience Center
STAP	Scientific and Technical Advisory Panel
SwedBio	Resilience Development Programme at Stockholm Resilience Center
ToR	Terms of Reference
TSU	IPBES Capacity Building Technical Support Unit
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNOPS	United Nations Office for Project Services
WCMC	World Conservation Monitoring Centre

EXECUTIVE SUMMARY

SCOPE, PURPOSE AND METHODOLOGY OF THE EVALUATION

This external evaluation has been required by the Swedish International Development Cooperation Agency (Sida), which has contributed funds for the project ***“Support to Capacity – Building under IPBES through the Development of BES-Net and Support to Work for Resilience Thinking in Development”***. The intended users of the evaluation of this project are UNDP, the external funders (Swedish International Development Cooperation Agency – Sida), and stakeholders (entities and bodies who are partners to the project).

Based on the **evaluation guidelines of the Sida and the United Nations Evaluation Group (UNEG)**, the evaluation focuses on the following main five criteria identified by Sida: **Relevance; Effectiveness; Impact; Efficiency; and Sustainability**.

The data collection methods were the following:

- **Review of over 20 project documents**, mainly focusing on those dealing with its planning and progress as well as on relevant meeting and activity reports (see *APPENDIX III: List of documents consulted*).
- **Short questionnaires and/or interview chats** via Skype with key stakeholders of the project. The **questionnaires were especially designed for each interviewee**, considering their role in the project and aiming to gather information that would contribute to assess the five essential evaluation criteria mentioned above (see *APPENDIX II: Questionnaires for Stakeholders*).

PROJECT CONTEXT AND DESCRIPTION

In 2010, UNDP was requested through the Busan Outcome¹ to play a special role in developing capacity to support the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES), to help enable effective management of biodiversity and ecosystems worldwide, implementing the three Rio Conventions and related Multilateral Environmental Agreements (MEAs) in a way that contributes to long-term human well-being and sustainable development. In that context, **the main issue addressed by this intervention is the need to strengthen the dialogue between the scientific community, governments and other stakeholders on biodiversity and ecosystem services**. To achieve that, this project was implemented by the United Nations Development Programme (UNDP) between 1 December 2013 and 31 December 2015.

The initiative had two components:

- **Component 1: The Development and Operation of a Biodiversity and Ecosystem Services Network and Web Portal:** The Biodiversity and Ecosystem Services Network (BES-Net) is a capacity sharing **“network of networks”** that promotes dialogue among science, policy and practice for more effective management of biodiversity and ecosystems, contributing to long-term human well-being and sustainable development.

¹ The Busan Outcome is the report of the third ad hoc intergovernmental and multi-stakeholder meeting on an Intergovernmental science-policy Platform on Biodiversity and Ecosystem Services that was held in Busan, Republic of Korea, on 7–11 June 2010. The reference to UNDP’s important role in building capacity in the United Nations System is contained in paragraph 5 of the Annex of document UNEP/IPBES/3/3.

It includes a web portal that is a “one-stop shop” for policy relevant information and learning material, guiding users through the existing sources of thematic information and methodological tools and providing access to learning material and policy briefs. It is intended to promote dialogue around the same thematic areas in which IPBES assessments are being conducted, as well as in key areas of UNDP’s work on biodiversity and ecosystems management for development with interactive features for the members of the network to interact on specific policy questions. Another key element of this network, to be implemented starting 2017, are the face-to-face capacity building activities – the BES-Net “Dialogues” –, which are three-party dialogues focusing on specific policy questions at the national and regional levels, and bringing together the three BES-Net communities: science/knowledge holders, practitioners and policymakers.

- **Component 2: Resilience Assessment Through Case Studies:** The resilience component was centered on working with SwedBio to **pilot a methodology for resilience assessments**, drawing up on UNDP’s work at country level to contribute case study material. It also intended to provide opportunities for engaging scientists and holders of traditional knowledge, policy makers and practitioners in dialogue with each other, testing the application of these resilience assessments to inform decision making to conserve and sustainably use biodiversity and natural ecosystems, while at the same time enhancing resilience to poverty and climate-intensified natural disasters. The overall aim of this component was to help improve practice in assisting countries in integrating issues as defined by IPBES into project design, monitoring and evaluation for poverty alleviation, with a special focus on assessing the resilience of communities and countries to the impacts of stresses and pressures that are exacerbated by climate change.

The project’s **main stakeholders** include inter-governmental and multi-lateral organizations as well as international non-governmental organizations that participate in the BES-Net Advisory Committee (IPBES, SGAN Secretariat at UNEP-WCMC, CBD Secretariat, UNCCD Secretariat, UNDP, German BMUB, Norwegian Environment Agency – NEA, SwedBio, UNEP, FAO, and UNESCO), BES-Net Component beneficiaries, Resilience Component beneficiaries, donors and non-governmental organizations.

In response to the request made through the Busan Outcome, **the initial BES-Net strategy was developed in 2012** in collaboration with the Norwegian Government and UNEP-WCMC and presented at the IPBES Panama meeting. **Since then, the BES-Net strategy and the terms of reference for the BES-Net web-portal have been updated twice, in 2014 and in 2016, to best respond to the evolving needs of IPBES** and to specific requests from the International Panel.

MOST IMPORTANT FINDINGS

Relevance

The project is relevant for both the conservation priorities of SwedBio, through its Stockholm Resilience Centre, and for the UNDP, which is widely recognized as a global leader in supporting governments to sharpen policy, access finance and develop capacity for the management of biodiversity and ecosystems for sustainable development and poverty eradication.

A survey conducted at the end of October 2014, during the update of the BES-Net strategy, revealed **highly positive responses** from all the three user communities of policy, science and practice from the 5 continents **regarding the format, tools and features of the portal**. The

resilience component of the project is also relevant to the networked approach requested through the agreement reached by IPBES government representatives in Panama, since the assessments in Gambela and Telecho and the Addis Resilience dialogues were key in providing face-to-face capacity building activities that would strengthen the connectivity between existing institutions involved in this work and in testing resilience assessments on the ground.

Effectiveness

The project's objectives have been successfully achieved, although **a few activities had to be adjusted due to external situations**, such as the requests of IPBES in response to its evolving needs and the launch of the STAP GEF commissioned ***“Resilience, Adaptation Pathways and Transformation Assessment (RAPTA) Framework”***.

The portal was set to be launched in January 2016. However, some last-minute changes were requested by the IPBES Secretariat and **the official launch was postponed until the next CBD COP 13 (December 2016, Cancun, Mexico), without its IPBES elements.**

In turn, **the launch of the RAPTA Framework made it necessary to re-prioritize the one of the original project objectives since there was no longer a need to create a methodology** but rather to bridge between that process and other ongoing initiatives on method development for resilience assessments. The Table below **summarizes the main activities and outputs for each project component.**

Main Activities and Outputs of the Project

Component	Key Activities and Outputs
Component 1	<ul style="list-style-type: none"> • Development of the initial and updated BES-Net strategies and of the BES-Net web-portal strategies • Development of the BES-Net network: 84 international organizations playing a key role in the field of biodiversity and ecosystem services are currently members of the BES Network, as well as 86 international experts, who agreed to respond to users' questions. • Full development of the BES-Net web portal and of its IPBES prototype elements. The BES-Net web portal is online at www.besnet.world and prototypes for the IPBES Capacity Building Matchmaking Facility and for the two IPBES Catalogues have been developed and made available to IPBES. • Putting in place the BES-Net Governance structure through the establishment of the BES-Net Advisory Committee. • Preparation of the “BES-Net Trialogue Desk Study Report”. The document analyzes several types of dialogues conducted before, identifying their type of organization, audience, objectives, type of facilitation etc. This provided information to define the guidelines for organizing and conducting the triologue and the “Checklist of Guiding Principles”. • Expansion of the BES-Net Team. The UNDP BES-Net team is currently composed of a Capacity Network Coordinator; the Director of the Nairobi-based Global Policy Centre on Resilient Ecosystems and Desertification (GPC–Nairobi); the Manager of the Biodiversity Global Programme; the Senior Technical Adviser and a Results and Knowledge Specialist of the UNDP Global Environment Fund (UNDP-GEF); a Policy Specialist on Resilience based in the GPC–Nairobi; a Senior Policy Adviser

	<p>to UNDP; a BES-Net web-portal Support Officer; and two interns based in UNDP Regional Offices.</p> <ul style="list-style-type: none"> • Networking and communication. Participation of the project team in a total of 27 meetings, conferences and events to disseminate the existence and tools of the BES-Net portal (see <i>APPENDIX IV: List of Events Attended by the BES-Net Team for Dissemination Purposes</i>). • Contributing to the IPBES process (Plenary meetings, IPBES stakeholder events, being a resource organization to the IPBES Capacity Building Task Force and to the Expert Group on Policy Support Tools and Methodologies, etc.) • Fundraising: In 2015, UNDP secured financial support from the German BMUB for the project <i>“Supporting developing country capacity to address science-policy questions through IPBES via the UNDP managed Biodiversity and Ecosystem Services Network (BES-Net) and the UNEP-WCMC hosted Sub-Global Assessment Network (SGAN)”</i> over the period 2016-2020.
Component 2	<ul style="list-style-type: none"> • Resilience Assessments Literature Review. UNDP hired a national resilience assessment expert from Ethiopia, Million Belay, to conduct a literature review on resilience assessments and to begin working with communities on identifying elements of resilience. The focus of this work was on understanding elements of resilience as they relate to food and water security, with particular emphasis on climate-related impacts. • Resilience Assessment Event in Gambela, Ethiopia. This event was held in 2014 and involved the development and execution of a Participatory 3-Dimensional Model building with the participation of the local youth and communities. • Resilience Assessment Event in Telecho, Ethiopia. This assessment was conducted over a five-day period, between October 6 and 10, 2015, with 28 participants. The exercise included training of staff and involvement of local communities on the methodology. • Addis Resilience Dialogue. Between November 11 and 14, 2015, the UNDP, together with SwedBio at the Stockholm Resilience Centre and MELCA-Ethiopia, convened a 4-day workshop on resilience held in Addis Ababa. The 51 participants included global experts, government officials, and biodiversity practitioners. The event was an engaging platform for convening a fruitful dialogue among science, community, practice and policy. It also included a presentation on the <i>“Resilience, Adaptation Pathways and Transformation Assessment (RAPTA) Framework”</i> developed at the request of the STAP of the GEF.

Efficiency

The project received from SwedBio the disbursements shown in the Table below.

Disbursements Made by SwedBio to the UNDP

Date of Receipt	Amount in SEK	Amount in USD	Exchange Rate
31 Dec 2013	SEK 1,000,000	USD \$154,130.70	6.488
2 January 2015	SEK 600,000	USD \$76,414	7.852
13 November 2015	SEK 400,000	USD \$46,740	8.558
3 January 2016	SEK 300,000	USD \$35,846	8.369
TOTAL	SEK 2,300,000	USD \$313,130.70	

These funds were spent in full, as evidenced in the audited reports (***“Certified Financial Reports to the Government of Sweden for the year ended 31 December 2014”*** and ***“Certified Financial Reports to the Government of Sweden for the year ended 31 December 2015”***), submitted by UNDP to SwedBio in 2014 and 2015. Overall, the funds covered the following expenditures: conferences; consultant fees; BES-Net Capacity Network Coordinator; project costs; travel expenses; and UNDP General Management Support Fees. In addition, **significant in-kind contributions were made by the UNDP** through staff time dedicated to supporting this project.

Impact

Since BES-Net is an ongoing project, that is still at a soft-launch phase, its impacts will be fully seen in the future, once it is fully functional. However, **some positive trends can already be observed**. So far, BES-Net has also provided visibility and added value to the current work done by its 84 partners (<http://www.besnet.world/partners>), who are working at all levels of the interface: science/knowledge holders, policy and practice. The main purpose of BES-Net is to bring together these three communities and this has been already successfully achieved and **the portal has extensive activity, despite the fact that full dissemination of the portal (including through social media platforms) will not begin until its official launch**.

The **resilience component activities in Ethiopia**, which include the **Resilience Assessment Events in Gambela (2014) and Telecho (2015)** and the **Addis Resilience Dialogue**, had **several impacts**. For example, the RAPTA approach is being applied by the Commonwealth Scientific and Industrial Research Organisation (CSIRO) and the final result will also reflect some of the findings from this assessment. In addition, staff of MELCA-Ethiopia, one of the main partners for these project activities, report that the main impact was the further application of the same assessment in another area, the Bale Mountains, showing how the experience is being replicated.

Other impacts of the project included:

- The project catalyzed a longer-term partnership with CONANP of Mexico, which is executing a UNDP-GEF project on resilience and protected areas.
- The project helped to showcase the work of Equator Prize winners. Because of the Resilience Dialogue, UNDP developed the publication ***“Stories of Resilience”***, drawing heavily from the collaboration with SwedBio and the Stockholm Resilience Centre.
- These outputs helped contribute to capacity building under IPBES and to provide lessons learned and feedback for the project on ***“Mainstreaming Incentives for Biodiversity Conservation into the Climate Resilient Green Economy Strategy (CRGE)”***, to be managed by UNDP and funded by the GEF, with the aim of addressing challenges in the

Ethiopian biodiversity sector by putting in place safeguards to ensure that the current high level of growth and planned investments do not impact negatively on biodiversity.

Sustainability

The **project definitely has the potential for being sustained and for producing lasting positive impacts**. First of all, it is consistent with the priorities of the partners and with the demands of the global community focusing on biodiversity and ecosystem services for accessing reliable and updated resources and networks that will contribute to their work. Second, it has already secured funding to ensure its operation and the face-to-face capacity building elements of BES-Net (the “Dialogues”) until 2020.

MAIN CONCLUSIONS AND RECOMMENDATIONS

Overall, **the project has successfully achieved its proposed objectives**, therefore showing great effectiveness. The setbacks in its progress have been largely due, for both components, to outside circumstances.

The implementation of BES-Net has been responsive to the progress made in the IPBES arena and to feedback received from numerous stakeholders working in the field of biodiversity and ecosystem services (BES). This is relevant because **it is easy to forget that BES-Net is not just a portal, but a global network that brings together three communities: science/knowledge holders, practitioners and policymakers**. Therefore, **the full extent of BES-Net’s outreach and contribution is yet to be seen, once the website is officially launched and the face-to-face “Dialogue” activities begin to take place**. On that same note, it is important to bear in mind that **the changes requested by IPBES can be understood in the context that the IPBES itself is a rather new organization, founded in 2012, which is still making its own definitions**.

Regarding the resilience component of the project, **both the Resilience Assessments in Gambela and Telecho and the Addis Resilience Dialogue successfully contributed to achieve the project’s objectives**. Only one objective had to be re-prioritized due to the launch of the *RAPTA Framework*. However, **the team was smart and quick to react by including it in the activities being carried out in Ethiopia**.

The funds leveraged by the project team to ensure its operations until 2020 are also a positive indicator that good work has been done and that it is being valued by donors who have committed funds to help this important initiative realize its full potential.

The project is clearly well structured and managed, with enough flexibility to adapt to shifting external scenarios. **The following recommendations are not meant to correct anything, but to strengthen its impact and outreach during the future period of implementation:**

- **To activate the promotion and dissemination through traditional and social media of the network as such, not focused solely on the portal**. This will be even easier and more important once the “Dialogues” begin.
- **To conduct a survey among users and other partners, besides IPBES, that will help identify the topics that are most relevant to them**. This will help define key thematic areas that can be developed to address the needs of users and other partners and strengthen BES-Net’s position as the “one-stop shop” for content and resources on biodiversity and ecosystem services in general.

1. INTRODUCTION

1.1 Scope and Purpose of the Evaluation

This external evaluation has been required by SwedBio at Stockholm Resilience Centre, which has contributed funds from the Swedish International Development Cooperation Agency (Sida) for the project **“Support to Capacity –Building under IPBES through the Development of BES-Net and Support to Work for Resilience Thinking in Development”**. The initiative was implemented by the United Nations Development Programme (UNDP) as part of a larger project of the Energy and Environment Group Biodiversity **“Global Programme 2008 – 2013: Mainstreaming Biodiversity into Economic Sector Governance Systems and Product Supply Chains”**², which was in turn executed by the United Nations Office for Project Services (UNOPS).

As stated in the Terms of Reference (ToR), see *APPENDIX I: Terms of Reference*, the overall purpose of this evaluation is “to understand the successes, achievements and planned activities of the project for greater learning about what works and what does not; and ways to address challenges encountered in meeting end-of project targets and achievable outputs and outcomes. The evaluation and its report will also achieve the purpose of being a learning document for UNDP, its partners and the donor.”

The rationale for this project-level evaluation is to:

- Understand the progress made against the results framework of the project during the time period,
- Document and report on the achievements, successes and challenges and on the roles played by the project to overcome challenges,
- Share with the project stakeholders and the donor on the project: its successes, challenges, recommendations, and on the sustainability of the work undertaken by the project.

The intended users of the evaluation of this project are UNDP, the external funders (SwedBio at the Stockholm Resilience Center), and stakeholders (entities and bodies who are partners to the project).

1.2 Evaluation Criteria and Methodology

Based on the **evaluation guidelines of the Sida and the United Nations Evaluation Group (UNEG)**^{3 & 4}, the evaluation will focus on the following main five criteria identified by Sida⁵:

- **Effectiveness:** The extent to which a development intervention has achieved its objectives, taking their relative importance into account.

² United Nations Development Programme. Bureau for Development Policy-Environment and Energy Group. **“Biodiversity Global Programme 2008-2010. Mainstreaming Biodiversity into Economic Sector Governance Systems and Product Supply Chains”**. [online] <https://info.undp.org/docs/pdc/Documents/H21/Prodoc%20Part1.pdf> Accessed on: October 5, 2016.

³ UNEG (2010a). *UNEG Quality Checklist for Evaluation Reports*. [online] <http://www.unevaluation.org/QC/evaluationreports> Accessed on: September 13, 2016.

⁴ UNEG (2010b). *Good Practice Guidelines for Follow up to Evaluations*. [online] <http://www.unevaluation.org/GPG/followup> Accessed on: September 13, 2016.

⁵ Molund and Schill (2007). *Looking Back, Moving Forward. Sida Evaluation Manual*. 2nd revised edition. pp. 26-41. [online] <http://www.sida.se/publications> Accessed on: September 13, 2016.

- **Impact:** The totality of the effects of a development intervention, positive and negative, intended and unintended.
- **Relevance:** The extent to which a development intervention conforms to the needs and priorities of target groups and the policies of recipient countries and donors.
- **Sustainability:** The continuation or longevity of benefits from a development intervention after the cessation of development assistance.
- **Efficiency:** The extent to which the costs of a development intervention can be justified by its results, taking alternatives into account.

The following data collection methods were agreed upon with Solène Le Doze, BES-Net Coordinator, during the initial briefing meeting held via Skype on September 12, 2016:

- **Review of over 20 project documents**, mainly focusing on those dealing with its planning and progress as well as on relevant meeting and activity reports (see *APPENDIX III: List of documents consulted*).
- **Short questionnaires and/or interview chats** via Skype with the following key stakeholders of the project (see *APPENDIX II: Questionnaires for Stakeholders*):
 - **Solène Le Doze**, Capacity Network Coordinator for the Biodiversity and Ecosystem Services Network (BES-Net) of the United Nations Development Programme (UNDP)
 - **Jamison Ervin**, Manager, Global Biodiversity Program, Bureau for Policy and Programme Support of the United Nations Development Programme (UNDP), who was the Project Manager and responsible for the resilience component of the project
 - **Eileen de Ravin**, Manager of the Equator Initiative at the United Nations Development Programme (UNDP), who was in charge of the BES-Net component of the project when it began and was a key source for administrative and financial matters
 - **Million Belay**, founder of the Movement for Ecological Learning and Community Action (MELCA-Ethiopia), who was in charge of the resilience activities of the project in Ethiopia
 - **Maria Schultz**, Programme Director of SwedBio and the Swedish focal point for this project
 - **Sara Elfstrand**, PhD, Programme Coordinator of SwedBio at Stockholm Resilience Centre
 - **Thomas Koetz**, Programme Management Officer at the IPBES Secretariat, who noted that he was sending the *“consolidated responses from the IPBES secretariat”*.

- **André Luiz Gonçalves**, Instituto Federal Catarinense, participant in the Addis Resilience Dialogue
- **Kudzai Kusena**, University of Cape Town, participant in the Addis Resilience Dialogue
- **Abebayehu Kassaye**, MELCA staff, Bale Branch, participant in the Telecho Resilience Assessment and the Addis Resilience Dialogue

The following people unfortunately did not reply to the questionnaires sent:

- **Ivar Baste**, IPBES Bureau Member and co-chair of the IPBES Capacity Building Task Force, who was copied in the consolidated email response provided by Thomas Koetz.
- **Ingunn Storrø**, from the IPBES Capacity Building Technical Support Unit, who was copied in the consolidated email response provided by Thomas Koetz
- **Chipangura Chirara**, Ministry of Environment Water and Climate of Zimbabwe

These methods were ratified through the **approval, on September 19, 2016 of the Inception Report** for this evaluation.

The **questionnaires were especially designed for each interviewee**, considering their role in the project and aiming to gather information that would contribute to assess the five essential evaluation criteria mentioned above.

1.3 Key Questions Addressed by this Evaluation

The following are **some of the key questions addressed within each of the five criteria** being assessed in this evaluation:

- **Relevance:**
 - Is the project a technically adequate solution to the development problem at hand?
 - Do proposed innovations have a potential for replication?
 - Is the project consistent with Sida policies and priorities?
- **Effectiveness:**
 - Have the project's objectives and outcomes been achieved?
 - What are the reasons for the achievement or non-achievement of objectives?
 - What can be done to make the intervention more effective?
- **Efficiency:**
 - Has the evaluated project been managed with reasonable regard for efficiency?
 - What is the level of the project's budgetary execution?

- **Impact:**
 - What are the significant consequences, both negative and positive as well as intended and unintended, of the project?
- **Sustainability:**
 - The main question is if the project has a potential for being sustained, and if it is likely that its positive impact will be a lasting one.
 - Were additional funds leveraged after the initial proposal?

1.4 Structure of the Evaluation Report

This evaluation report is structured with the following sections:

- **EXECUTIVE SUMMARY:** Summary of the evaluation, with particular emphasis on main findings, conclusions, lessons learned and recommendations.
- **INTRODUCTION:** Presentation of the evaluation's purpose, methodology, key questions and structure of the report.
- **THE EVALUATED INTERVENTION:** Description of the evaluated project, and its purpose, logic, organization and stakeholders.
- **FINDINGS:** Factual evidence and observations that are relevant to the specific questions asked by the evaluation, considering the five essential criteria defined by Sida (Relevance; Effectiveness; Efficiency; Impact; and Sustainability).
- **LESSONS LEARNED:** General conclusions that are likely to have a potential for wider application and use.
- **EVALUATIVE CONCLUSIONS AND RECOMMENDATIONS:** Assessment of the intervention and its results against given evaluation criteria, standards of performance and policy issues. Actionable proposals to the evaluation's users for improved intervention cycle management and policy.
- **APPENDIXES:** Terms of Reference, List of People Interviewed, Questionnaires for Stakeholders, List of Documents Consulted, List of Events Attended by the BES-Net Team for Dissemination Purposes, Participants in the Resilience Assessment in Telecho, Participants in the Addis Resilience Dialogue, and Evaluator's Biodata.

2. THE EVALUATED INTERVENTION

2.1 Project Duration

The project was executed between 1 December 2013 and 31 December 2015, with two extensions in between made through:

- Amendment 1, which modified Article XIII: Entry into Force of the Agreement between the Parties, thus changing the original completion date from 30 December 2014 to 31 December 2015 and added the development of a framework for the BES-Net Trialogues;
- Amendment 2, to increase the initial contribution in order to support the extension of the BES-Net Coordinator's contract from September 2015 to December 2015 and technical support for the BES-Net web-portal through a consultant's time (Maria Rodrigues).

2.2 Project Description

The project had two components:

Component 1: The Development and Operation of a Biodiversity and Ecosystem Services Network and Web Portal^{6 7 8}

The Biodiversity and Ecosystem Services Network (BES-Net) is a capacity sharing “network of networks” that promotes dialogue among science, policy and practice for more effective management of biodiversity and ecosystems, contributing to long-term human well-being and sustainable development. Through BES-Net, UNDP contributes to the capacity building work of the Intergovernmental Platform for Biodiversity and Ecosystem Services (IPBES).

The web portal is a “one-stop shop” for policy relevant information and learning material, guiding users through the existing sources of thematic information and methodological tools and providing access to learning material and policy briefs. It is intended to promote dialogue around the same thematic areas in which IPBES assessments are being conducted, as well as in key areas of UNDP's work on biodiversity and ecosystems management for development with interactive features for the members of the network to interact on specific policy questions.

As an online sharing, networking and collaboration tool as well as a global means of communication, the BES-Net web-portal provides critical support to the capacity building matchmaking and face-to-face capacity building efforts undertaken under the BES-Net umbrella.

The face-to-face capacity building activities – the BES-Net “Trialogues” – are three-party dialogues focusing on specific policy questions at the national and regional levels, and bringing together the three BES-Net communities: science/knowledge holders, practitioners and policymakers. By facilitating fruitful discussions among the three BES-Net communities of policy,

⁶ UNDP (2013). Project Proposal document ***“Support to capacity building for IPBES through the development of BES-Net and support to work for resilience thinking in sustainable development. A Proposal for Partnership between UNDP and SwedBio / Stockholm Resilience Centre”***.

⁷ UNDP (2016). ***FINAL REPORT TO SWED-BIO (January – December, 2015)***.

⁸ UNDP (2016). Update on the implementation of the Biodiversity and Ecosystem Services Network and links with the work programme of the Platform (IPBES/4/INF/21). Annex I: BES-Net Concept Note. [online] www.ipbes.net/sites/default/files/.../IPBES-4-INF-21_EN.pdf Accessed on: October 30, 2016

science and practice, the dialogues will contribute to addressing specific policy issues to help unlock shifts in the development trajectory of societies towards sustainability.

It was originally proposed for BES-Net to operate from 2014-2020, during the period of implementation of the Strategic Plan of the Convention on Biological Diversity (CBD) and the Aichi Biodiversity Targets, and working towards the 2020 Target of Zero Net Land Degradation of the United Nations Convention to Combat Desertification (UNCCD), which aims to secure the contribution of our planet's land and soil for sustainable development, including food security and poverty eradication. However, as explained by **Solène Le Doze**, BES-Net Capacity Network Coordinator, "this time limitation was revised in the updated BES-Net strategy produced by UNDP in 2014 and approved by SwedBio. Therefore, now there is no specific lifespan for the project."

Component 2: Resilience Assessment Through Case Studies⁹

The resilience component was centered on working with SwedBio to pilot a methodology for resilience assessments, drawing up on UNDP's work at country level to contribute case study material. It also intended to provide opportunities for engaging scientists and holders of traditional knowledge, policy makers and practitioners in dialogue with each other, testing the application of these resilience assessments to inform decision making to conserve and sustainably use biodiversity and natural ecosystems, while at the same time enhancing resilience to poverty and climate-intensified natural disasters.

In addition, the UNDP would collaborate with colleagues in the Bureau for Crisis Prevention and Recovery (BCPR-UNDP) on a case study in Ethiopia focusing on resilience issues not related to disasters and building on the resilience thinking of the Stockholm Resilience Centre. Ethiopia was chosen because of the number of related initiatives in which UNDP and SwedBio have been involved in the country, and because of the factors that make resilience a pressing issue there. These issues would be addressed through the work of an Ethiopia-based consultant, managed by UNDP and preparing a case study with SwedBio and UNDP as a contribution to the resilience assessment process.

2.2.1 Objectives of the Project

The overall aim of this project was to help improve practice in assisting countries in integrating issues as defined by IPBES into project design, monitoring and evaluation for poverty alleviation, with a special focus on assessing the resilience of communities and countries to the impacts of stresses and pressures that are exacerbated by climate change. The specific objectives of the collaboration are presented in Table 1 below.

Table 1: Specific Objectives of the Project

Component	Specific Objectives
Component 1	<ul style="list-style-type: none"> • To contribute to the development and operation of a Biodiversity and Ecosystem Services (BES-Net) capacity network and web portal, facilitating exchanges between the global communities of science, policy and practice.

⁹ UNDP (2013). Project Proposal document *"Support to capacity building for IPBES through the development of BES-Net and support to work for resilience thinking in sustainable development. A Proposal for Partnership between UNDP and SwedBio / Stockholm Resilience Centre"*.

Component 2	<ul style="list-style-type: none"> • UNDP's aim in collaborating with SwedBio on resilience assessments was twofold: <ul style="list-style-type: none"> ○ To help refine and test a methodology for resilience assessment through the application of targeted case studies, and ○ To contribute to developing capacity for effective exchanges between scientists (and other knowledge holders), policymakers and practitioners to support countries in making informed decisions that conserve biodiversity while enhancing resilience to climate-intensified natural disasters and promoting positive transformations to escape poverty. ○ Additional aims were: <ul style="list-style-type: none"> ➤ To undertake an initial case study on resilience to drought and food insecurity in Ethiopia, with the exact scope to be determined through a scoping exercise ➤ To engage Ethiopian scientists, policymakers and practitioners, through the process of developing the case study, in dialogue about the best means of monitoring changes in social and ecological resilience over time. ➤ To engage leading global scientists, policymakers and practitioners in a global dialogue on resilience (as per Agreement Amendment I).
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2.2.2 Expected Results

Table 2, below, presents the main expected results of the collaboration according to the Project Proposal document.

Table 2: Main Expected Results of the Project

Component	Expected Results
Component 1	<ul style="list-style-type: none"> • An operational BES-Net capacity network and web portal with registered users from the communities of science, policy and practice • An operational framework for conducting national dialogues (the BES-Net Trialogues) on key topics (added in Amendment I).
Component 2 (as per Agreement Amendment I)	<ul style="list-style-type: none"> • A comprehensive paper summarizing UNDP's learning through the project on methodologies for resilience assessment as an input to the case study and the national workshop (25 to 30-page analysis) • A comprehensive paper summarizing learning and options to help frame issues and options for a global dialogue • A case study on resilience to drought and food insecurity in Ethiopia (15-20 pages) • A national science-policy-practice dialogue workshop, following the initial planning workshop, in which role-players in the case study community and their partners contribute ideas on monitoring changes in resilience and a report on the workshop (10-15 pages with accompanying supporting materials via various web platforms, including BES Net)

2.2.3 Main Activities and Key Outputs

Table 3, below, summarizes the main activities and outputs for each project component.

Table 3: Main Activities and Outputs of the Project

Component	Key Activities and Outputs
Component 1	<ul style="list-style-type: none"> • Development of the initial and updated BES-Net strategies and of the BES-Net web-portal strategies • Development of the BES-Net network: 84 international organizations playing a key role in the field of biodiversity and ecosystem services are currently members of the BES Network, as well as 86 international experts, who agreed to respond to users' questions. • Full development of the BES-Net web portal and of its IPBES prototype elements. The BES-Net web portal is online at www.besnet.world and prototypes for the IPBES Capacity Building Matchmaking Facility and for the two IPBES Catalogues have been developed and made available to IPBES. • Putting in place the BES-Net Governance structure through the establishment of the BES-Net Advisory Committee. • Preparation of the "BES-Net Trialogue Desk Study Report". The document analyzes several types of dialogues conducted before, identifying their type of organization, audience, objectives, type of facilitation etc. This provided information to define the guidelines for organizing and conducting the trialogue and the "Checklist of Guiding Principles". • Expansion of the BES-Net Team. The UNDP BES-Net team is currently composed of a Capacity Network Coordinator; the Director of the Nairobi-based Global Policy Centre on Resilient Ecosystems and Desertification (GPC-Nairobi); the Manager of the Biodiversity Global Programme; the Senior Technical Adviser and a Results and Knowledge Specialist of the UNDP Global Environment Fund (UNDP-GEF); a Policy Specialist on Resilience based in the GPC-Nairobi; a Senior Policy Adviser to UNDP; a BES-Net web-portal Support Officer; and two interns based in UNDP Regional Offices. • Networking and communication. Participation of the project team in a total of 27 meetings, conferences and events to disseminate the existence and tools of the BES-Net portal (see APPENDIX IV: <i>List of Events Attended by the BES-Net Team for Dissemination Purposes</i>). • Contributing to the IPBES process (Plenary meetings, IPBES stakeholder events, being a resource organization to the IPBES Capacity Building Task Force and to the Expert Group on Policy Support Tools and Methodologies, etc.) • Fundraising: In 2015, UNDP secured financial support from the German BMUB for the project "Supporting developing country capacity to address science-policy questions through IPBES via the UNDP managed Biodiversity and Ecosystem Services Network (BES-Net) and the UNEP-WCMC hosted Sub-Global Assessment Network (SGAN)" over the period 2016-2020.

<p>Component 2</p>	<ul style="list-style-type: none"> • Resilience Assessments Literature Review. UNDP hired a national resilience assessment expert from Ethiopia, Million Belay, to conduct a literature review on resilience assessments and to begin working with communities on identifying elements of resilience. The focus of this work was on understanding elements of resilience as they relate to food and water security, with particular emphasis on climate-related impacts. • Resilience Assessment Event in Gambela, Ethiopia. This event was held in 2014 and involved the development and execution of a Participatory 3-Dimensional Model building with the participation of the local youth and communities. • Resilience Assessment Event in Telecho, Ethiopia. This assessment was conducted over a five-day period, between October 6 and 10, 2015, with 28 participants. The exercise included training of staff and involvement of local communities on the methodology. • Addis Resilience Dialogue. Between November 11 and 14, 2015, the UNDP, together with SwedBio at the Stockholm Resilience Centre and MELCA-Ethiopia, convened a 4-day workshop on resilience held in Addis Ababa. The 51 participants included global experts, government officials, and biodiversity practitioners. The event was an engaging platform for convening a fruitful dialogue among science, community, practice and policy. It also included a presentation on the <i>“Resilience, Adaptation Pathways and Transformation Assessment (RAPTA) Framework”</i> developed at the request of the STAP of the GEF.
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2.2.4 Implementation Arrangements

The implementation arrangements for each component were the following:

Component 1:

The web portal is operated and maintained by dedicated staff members who were able to devote time and energy to uploading new content and links onto the site on a daily basis, in order to respond in a timely manner to user requests and to ensure that it is always up to date, calling on the services of a network of volunteer experts, listed in the expert section of each thematic module and in the networking/expert section of the portal, to help them ensure quality control.

In September 2014, UNDP appointed a consultant, Solène Le Doze, as Capacity Network Coordinator through its Biodiversity Global Programme. As part of UNDP’s in-kind contribution to the project, she has received support from the following UNDP staff members: Eileen de Ravin, Manager of the Equator Initiative at UNDP; Caroline Petersen, Senior Technical Adviser - UNDP-GEF Ecosystems and Biodiversity; Jessie Mee, Results, Knowledge Specialist for Ecosystems & Biodiversity; Jamison Ervin, Manager of the Global Biodiversity Program, Anwar Jawhar, a Junior Professional Officer at the Global Biodiversity Programme, and various interns. Since early 2016, the UNDP Nairobi Global Policy Centre is also providing support to BES-Net through its director, Anne Juepner, and a policy advisor, Assan Ng'ombe. In addition, the project has enlisted the work of Maria Rodrigues as BES-Net consultant. A web-design company is under

contract to provide web-development, graphic design, technical support and hosting for the BES-Net web-portal.

The work of the staff members is overseen by the BES-Net Advisory Committee composed of the following people:

- **IPBES Secretariat:** Anne Larigauderie, Thomas Koetz and Simone Schiele.
- **IPBES Capacity Building Technical Support Unit (TSU):** Ingunn Storror.
- **IPBES Bureau Focal Points for Capacity Building:** Ivar Baste and, now, Fundisile Mketeni, usually represented by the TSU.
- **Co-Chairs of the IPBES Capacity Building Task Force:** Ivar Baste and, now, Floyd Homer, usually represented by the TSU.
- **Sub-Global Assessment Network (SGAN) Secretariat at UNEP-World Conservation Monitoring Centre (WCMC):** Jerry Harrison and Claire Brown.
- **All of the BES-Net donors:** Bjorn Ingendhal and Mariam Akhtar-Schuster from the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB by its acronym in German); Nina Vik from the Norwegian Environment Agency (NEA); and Maria Schultz from SwedBio.
- **CBD Secretariat:** David Cooper/Charles Besancon, and, now, Eric Tamale.
- **UNCCD Secretariat:** Jeroen van Dalen and Victor Castillo.
- **UNDP:** Eileen de Ravin & Caroline Petersen, now Anne Juepner, Assan N'gombe, and Solène Le Doze.
- **Observers:** the UN Agencies who are also involved in supporting IPBES through the UN Collaborative Partnership Arrangement on IPBES, namely: Neville Ash and Maxwell Gomera from the United Nations Environment Programme (UNEP); Dan Leskien and Frederic Castell from the United Nations Food and Agriculture Organization (FAO); and Salvatore Arico and Doug Nakashima from the United Nations Educational, Scientific and Cultural Organization (UNESCO).

The BES-Net Advisory Committee met or had online conference calls on the following dates:

- Conference call on 9 December 2014
- Meeting on 14 January 2015
- Conference call in August 2015
- Meeting in February 2016

In order to maximize the funds allocated for travel, the meetings were carried out at the same time as the IPBES meetings. In addition, there were several email communications and multilateral discussions in between calls and meetings.

One of the agreements reached at the Advisory Committee meeting in Kuala Lumpur on February 20, 2016 was that **Thomas Koetz, Programme Management Officer at the IPBES Secretariat, would be the focal point to channel any related communication from UNDP** to the relevant people in the various IPBES entities and to provide relevant feedback to UNDP in a timely and coordinated fashion reflecting coordinated feedback from IPBES.

Speaking on behalf of the IPBES Secretariat, **Thomas Koetz**, commented that “IPBES would prefer a more active role for the BES-Net advisory committee, which thus far has felt more like an information/notification group rather than a cohesive advisory process/body, providing strategic advice.”

Component 2:

The work on the resilience component was led by the Project Manager, Jamison Ervin (who is now Manager of the Global Biodiversity Program, Bureau for Policy and Programme Support of the UNDP) and overseen by a Steering Committee composed of the following people:

- **UNDP:** Jamison Ervin and Eileen de Ravin
- **SwedBio:** Maria Schultz
- **MELCA-Ethiopia:** Million Belay

This Steering Committee met regularly over Skype to coordinate the resilience activities, as well as in Addis Ababa during the Resilience Dialogue held in 2015.

2.3 Key Issues that the Project Sought to Address

As stated in the Project Proposal document ***“Support to capacity building for IPBES through the development of BES-Net and support to work for resilience thinking in sustainable development. A Proposal for Partnership between UNDP and SwedBio / Stockholm Resilience Centre”***, the main issue addressed by this initiative is the need to strengthen the dialogue between the scientific community, governments and other stakeholders on biodiversity and ecosystem services.

The rationale is that biodiversity from terrestrial, marine, coastal, and inland water ecosystems provides the basis for ecosystems and the services they provide that underpin human well-being. However, biodiversity and ecosystem services are declining at an unprecedented rate, and in order to address this challenge, adequate local, national and international policies need to be adopted and implemented. To achieve this, decision makers need scientifically credible and independent information that takes into account the complex relationships between biodiversity, ecosystem services, and people. They also need effective methods to interpret this scientific information in order to make informed decisions. The scientific community also needs to understand the needs of decision makers better in order to provide them with the relevant information. In essence, the dialogue between the scientific community, governments, and other stakeholders on biodiversity and ecosystem services needs to be strengthened.

In addition, societies and communities need to develop resilience thinking to both natural and human-induced disturbances, such as armed conflict, resource scarcity, natural disasters, economic recession, financial instability, food price spikes, or climate change. Such disturbances may include shocks, such as earthquakes, and stresses, such as temperature increases. The extent to which a social unit is vulnerable to such external disturbances, or on the other hand is resilient to them, depends on a complex set of social and ecological factors, and the relationships between these. In some cases, social phenomena such as poverty, economic opportunities and identity can interact with ecosystem dynamics in mutually negative reinforcing ways, generating vulnerable pathways of development and undesirable states that are ironically highly resilient to change. Caught in these “social-ecological traps”¹⁰, communities remain locked in persistent poverty and are highly vulnerable to disasters.

¹⁰ Crépin (2007) in Project Proposal document ***“Support to capacity building for IPBES through the development of BES-Net and support to work for resilience thinking in sustainable development. A Proposal for Partnership between UNDP and SwedBio / Stockholm Resilience Centre”***.

2.4 Main Stakeholders

The project's main stakeholders include inter-governmental and multi-lateral organizations as well as international non-governmental organizations that participate in the BES-Net Advisory Committee, BES-Net Component beneficiaries, Resilience Component beneficiaries, donors and non-governmental organizations. The participation and roles of these stakeholders are summarized in Table 4 below.

Table 4: Project Stakeholders

Type of Stakeholder	Role / Participation in the Project
BES-Net Advisory Committee	<ul style="list-style-type: none"> • Its role was to advise on the BES-Net component of the project and its members were: <ul style="list-style-type: none"> ○ IPBES Secretariat; IPBES Capacity Building Technical Support Unit (TSU); IPBES Bureau Focal Points for Capacity Building; IPBES Capacity Building Task Force; SGAN Secretariat at UNEP-WCMC ○ CBD Secretariat ○ UNCCD Secretariat ○ UNDP ○ German BMUB ○ Norwegian Environment Agency (NEA) ○ SwedBio ○ Observers: United Nations Environment Programme (UNEP); United Nations Food and Agriculture Organization (FAO); and the United Nations Educational, Scientific and Cultural Organization (UNESCO).
Project Donors (for both components)	<ul style="list-style-type: none"> • Their role was to fund different activities of both project components. They were: <ul style="list-style-type: none"> ○ German BMUB ○ Norwegian Environment Agency (NEA) ○ SwedBio
BES-Net Component Beneficiaries	<ul style="list-style-type: none"> • They are the members of the BES-Net network and the target audiences of the BES-Net portal who are expected to use the information and tools made available to them. They include: <ul style="list-style-type: none"> ○ Policymakers: They shape policy and legislation in the public sector and civil society. Policymakers use research to inform decision-making, and may need support to demystify the scientific evidence to inform policy. Engaging with a wide range of policymakers across sectors and ministries will help mainstreaming biodiversity effectively. ○ Scientists and knowledge holders: Holders and generators of knowledge, they include scientists from academic institutions, NGO researchers or traditional holders and generators of knowledge, as well as technical specialists involved in managing biodiversity. Their knowledge significantly contributes to the sustainable management of ecosystems. ○ Practitioners: They work on the ground, directly or with intermediaries, to define and manage biodiversity and ecosystem challenges. They include members of NGOs, Intergovernmental Organizations, the private sector as

	well as indigenous people and local communities. Their engagement is critical for informing and implementing policy making.
Resilience Component Organizers	<ul style="list-style-type: none"> • <u>For resilience assessment activities:</u> <ul style="list-style-type: none"> ○ Movement for Ecological Learning and Community Action (MELCA-Ethiopia) was in charge of coordinating activities in Ethiopia • <u>For the Addis Resilience Dialogue:</u> <ul style="list-style-type: none"> ○ Movement for Ecological Learning and Community Action (MELCA-Ethiopia) was in charge of coordinating activities in Ethiopia ○ Equator Initiative facilitated the attendance of five winners who have been recognized globally for excellence in resilience ○ UNDP provided in-country support ○ Stockholm Resilience Centre contributed the research and science angle ○ The team of the Resilience, Adaptation Pathways and Transformation Assessment (RAPTA) framework, that was commissioned by the Scientific and Technical Advisory Panel (STAP) of the Global Environment Facility (GEF) facilitated a workshop to provide training in this resilience assessment tool.
Resilience Component Beneficiaries	<ul style="list-style-type: none"> • <u>For resilience assessment activities:</u> <ul style="list-style-type: none"> ○ Gambela community, Ethiopia ○ Telecho community, Ethiopia • <u>For the Addis Resilience Dialogue:</u> <ul style="list-style-type: none"> ○ Government representatives from 14 countries ○ Civil society organizations

2.5 Policy and Development Context of the Project

The IPBES (<http://www.ipbes.net/>) is an intergovernmental body established in 2012 that assesses the state of biodiversity and of the ecosystem services it provides to society, in response to requests from decision makers. It is open to all member countries of the United Nations. The members are committed to building IPBES as the leading intergovernmental body for assessing the state of the planet's biodiversity, its ecosystems and the essential services they provide to society.

The IPBES is placed under the auspices of four United Nations entities: UNEP, UNESCO, FAO and UNDP and administered by UNEP. Its secretariat is hosted by the German government and located on the United Nations campus, in Bonn, Germany. One thousand scientists from all over the world currently contribute to the work of IPBES on a voluntary basis.

The purpose of the IPBES is to provide a mechanism recognized by both the scientific and policy communities to synthesize, review, assess and critically evaluate relevant information and knowledge generated worldwide by governments, academia, scientific organizations, non-governmental organizations and indigenous communities. This involves a credible group of

experts in conducting assessments of such information and knowledge in a transparent way. IPBES is unique in that it will aim to strengthen capacity for the effective use of science in decision-making at all levels. The IPBES is also expected to aim to address the needs of Multilateral Environmental Agreements that are related to biodiversity and ecosystem services, and build on existing processes ensuring synergy and complementarities in each other's work.

In 2010, UNDP was requested through the Busan Outcome¹¹ to play a special role in developing capacity to support the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES), to help enable effective management of biodiversity and ecosystems worldwide, implementing the three Rio Conventions and related Multilateral Environmental Agreements (MEAs) in a way that contributes to long-term human well-being and sustainable development.

An initial consultation was held with governments and civil society stakeholders at the Panama plenary session of IPBES in April 2012, building on a concept note entitled *“Biodiversity and Ecosystem Services (BES)–Net: A capacity building network for the interface between science, policy and implementation”*. Following positive feedback at the side-event, UNDP, UNEP-WCMC and the then Norwegian Directorate for Nature Management co-drafted a consultative paper and submitted this to the IPBES secretariat as part of the abovementioned process of compiling stakeholder submissions on capacity building, setting out suggested principles for capacity building. The paper proposed seven areas of potential activity, applying this networked approach to:

- Explore a strategy and technical solution for a moderated Biodiversity and Ecosystems Network (BES-Net) web portal which is linked to www.ipbes.net and partner websites
- Explore the modalities of a matchmaking facility between users of capacity building inputs and providers of such inputs
- Undertake cooperation projects in developing countries addressing identified and prioritized science-policy capacity needs
- Hold regional science-policy-practice dialogue events on a priority theme for IPBES facilitated annually
- Hold national and sub-national training workshops on use of tools and methodologies and to support IPBES-led assessments
- Facilitate peer-to-peer exchange visits in relation to best practice in implementing scientific research findings and policy at local scale
- Establish a fellowship program for developing country experts participating in IPBES assessments, development of policy support tools and knowledge generation deliverables.

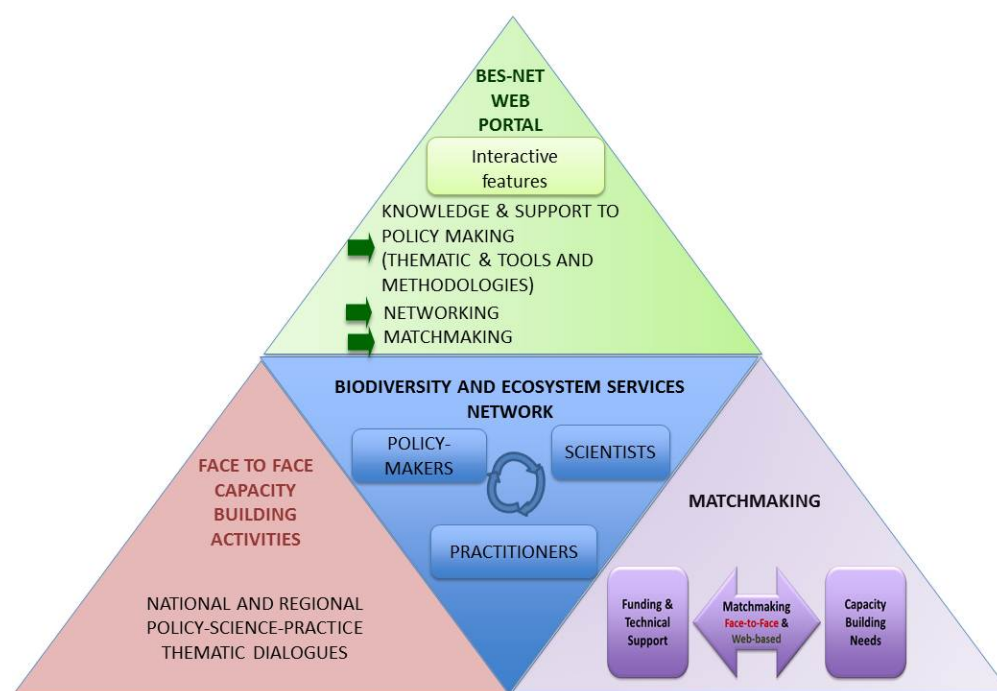
As the IPBES work evolved, some of these ideas, such as the Matchmaking facility, which incorporates cooperation projects, trainings, fellowships and peer-to-peer learning, were integrated in the first program of work of the Platform, the initial BES-Net strategy, which was developed in 2012 in collaboration with the Norwegian Government and UNEP-WCMC and presented at the IPBES Panama meeting. In addition, specific requests were made by IPBES for BES-Net to support the platform in the delivery of the prototypes for the IPBES matchmaking facility and for the two IPBES Catalogues (of assessments and of Policy Support Tools and Methodologies), and to support the coordination of the IPBES Stakeholder Network.

¹¹ The Busan Outcome is the report of the third ad hoc intergovernmental and multi-stakeholder meeting on an Intergovernmental science-policy Platform on Biodiversity and Ecosystem Services that was held in Busan, Republic of Korea, on 7–11 June 2010. The reference to UNDP's important role in building capacity in the United Nations System is contained in paragraph 5 of the Annex of document UNEP/IPBES/3/3.

Since then, in 2014, the BES-Net strategy and the terms of reference for the BES-Net web-portal have been updated to best respond to the evolving needs of IPBES and to specific requests from the International Panel. The revised strategy was reviewed and approved by the BES-Net Advisory Committee in November 2014 and presented to the third meeting of the IPBES plenary (IPBES-3) held in Bonn, Germany, in January 2015.

In that context, the structure of this capacity building network was devised as shown in Figure 1 below.

Figure 1: Structure of the Biodiversity and Ecosystem Services Network (BES-Net)



Source: Biodiversity and Ecosystem Services Network (BES-Net) Strategy in Support of IPBES Capacity Building Activities. Updated By UNDP, November 2014

As explained by **Solène Le Doze**, BES-Net Capacity Network Coordinator, **during 2016 the IPBES made the following new requests and decisions that were being addressed by the BES-Net team at the time this report was being written:**

- the **IPBES catalogues will be developed by another organization** from now on, building upon the prototype developed by BES-Net and BES-Net is welcome to provide a link to the catalogues once they are developed.
- the **IPBES matchmaking facility will take another 18 months to be re-conceptualized**, as will the whole of the IPBES capacity building work through its newly developed Capacity Building Rolling Plan. Therefore, IPBES has requested to remove from the portal, for the time being, any mention to this or the prototype developed by BES-Net for the matchmaking facility and demonstrated together with IPBES.

- the IPBES has informed BES-Net that the **IPBES Stakeholder Network needs to change its name**, which will take some time to sort out. So IPBES has asked BES-Net to take down the dedicated pages on the portal before its official launch on December 9, 2016.
- the IPBES also informed BES-Net in July that they wanted to **provide tools for IPBES-related networks on their own website** and that they would develop dedicated pages to that end.

In this context, **it will be necessary to re-adjust the BES-Net strategy once more** to adapt UNDP's support to this new scenario at the IPBES, which is something the BES-Net team is committed to. UNDP will be working with the IPBES on a joint work plan when they are ready to engage.

One important BES-Net element that both UNDP and the IPBES are looking forward to is that of the "Dialogues", which are three-party dialogues focusing on specific policy questions at the national and regional levels, and bringing together the three BES-Net communities: science/knowledge holders, practitioners and policymakers. These events are set to be launched in 2017.

As mentioned by **Thomas Koetz**, Programme Management Officer at the IPBES Secretariat, *"the partnerships between IPBES and all four of its supporting UN agencies remain strong and very relevant across a range of elements of the IPBES work programme. In terms of the specific partnership with UNDP, the BES-Net relationship has good potential to help IPBES outreach to practitioners – especially through the planned face-to-face 'dialogues'. The BES-Net online platform will be another vehicle through which to share IPBES outputs and to provide an additional entry/referral point to the IPBES' own online resources. IPBES also sees key opportunities to deepen collaboration with UNDP in a number of areas and activities beyond BES-Net alone – and will be exploring these with UNDP."*

BES-Net is currently hosted by the UNDP Global Policy Centre on Resilient Ecosystems and Desertification (GC-RED) and implemented through partnerships with the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB by its acronym in German), the Norwegian Environment Agency (NEA) and SwedBio at the Stockholm Resilience Centre (<http://www.stockholmresilience.org/>).

3. FINDINGS

3.1 Relevance

The project is relevant for both the conservation priorities of SwedBio, through its Stockholm Resilience Centre, and for the UNDP, which is present on the ground in 177 countries and territories and supports 146 countries through its Biodiversity, Ecosystems and Livelihoods Programme. As the largest single operational and financial UN player in the field of environmental sustainability, the UNDP is widely recognized as a global leader in supporting governments to sharpen policy, access finance and develop capacity for the management of biodiversity and ecosystems for sustainable development and poverty eradication¹².

The collaboration with SwedBio focused on providing support to IPBES through the development of BES-Net and the contribution for capacity building related to the interface between science, policy and practice. It also included a component of work on understanding social-ecological resilience and to pilot a methodology for resilience assessments, drawing up on UNDP's work at country level to contribute case study material.

In addition, at the end of October 2014, during the update of the BES-Net strategy, the BES-Net team – in collaboration with the IPBES Secretariat – conducted a short online survey¹³ to learn potential users' preferences for online networking tools and interactive features of the BES-Net web portal. The survey was disseminated through the IPBES contact database, posted on selected social media (targeted Facebook and LinkedIn groups including the IPBES stakeholder forum) and advertised on the website of the International Union for the Conservation of Nature (IUCN).

It is significant that **386 unique responses were received in a week, most of them highly positive**, from all the three user communities of policy, science and practice from the 5 continents, with scientists/knowledge holders (279) being the largest group.

In summary, a majority of respondents:

- were **very keen on using online tools to connect with other communities** (87% being “very likely” or “likely” to use them);
- were **favorable to sharing a public online profile** (82.6% responded “very likely” or “likely”);
- were **open to be a resource person to the network** (89% responded “very likely” or “likely”);
- were **happy to be an expert of the week** (57% responded “very likely” or “likely”);
- were **willing to share content online with the community** (88% responded “very likely” or “likely”);

¹² Project Proposal document *“Support to capacity building for IPBES through the development of BES-Net and support to work for resilience thinking in sustainable development. A Proposal for Partnership between UNDP and SwedBio / Stockholm Resilience Centre”*.

¹³ UNDP (2014). Biodiversity and Ecosystem Services Network (Bes-Net) Strategy in Support of IPBES Capacity Building Activities Updated By UNDP, November 2014

- were **interested in asking a policy related question in an online forum** (66% responded “very likely” or “likely”);
- had **various views in terms of the preferred format for a forum**, with 39 % in favor of a public online forum, moderated by the BES-Net team, where user profiles, questions and answers would be visible to the general public, 30% in favor of a restricted online forum, moderated by the BES-Net team, where your user profile and your questions and answers would only be visible to the network members, and 31% in favor of a LinkedIn type tool where a generic profile would be available to the general public but would cater for group discussions and private messages to other users (31%).
- had no issue with having **an online profile visible to the public** (70% chose the open forum and LinkedIn option with public profiles);
- ranked their willingness to register/join/follow future BES-Net social media as: **newsletter** (86% of “very likely to use” and “likely to use”), **Linked in** (67 %), **Live Chat** (55.2%), **Facebook** (49%- 37% being “Very Unlikely” and “Unlikely” to use it), **Twitter** (29%-51% being “Very Unlikely” and “Unlikely” to use it), with recognition in the comments that younger people and the general public might be more interested in Facebook and Twitter; and
- **favoured emails and newsletters** (88% and 42%) as means of staying informed of the developments of BES-Net.

The resilience component of the project is also relevant to the networked approach requested through the agreement reached by IPBES government representatives in Panama, since the assessments in Gambela and Telecho and the Addis Resilience dialogues were key in providing face-to-face capacity building activities that would strengthen the connectivity between existing institutions involved in this work and in testing resilience assessments on the ground.

To sum up, both the BES-Net portal, and the resilience dialogues and assessments are indeed relevant and technically adequate solutions to the key issues that the project seeks to address.

3.2 Effectiveness

The project’s objectives have been successfully achieved, as shown in Table 5, although a few activities had to be adjusted due to external situations that will be explained below.

Table 5: Level of Achievement of the Project’s Objectives

Component	Specific Objectives	Level of Achievement
Component 1	<ul style="list-style-type: none"> • To contribute to the development and operation of a Biodiversity and Ecosystem Services (BES-Net) capacity network and web portal, facilitating exchanges between the global communities of science, policy and practice. 	<ul style="list-style-type: none"> • Achieved with modifications. <i>Please see comments below.</i>

Component 2	<ul style="list-style-type: none"> • To help refine and test a methodology for resilience assessment through the application of targeted case studies. 	<ul style="list-style-type: none"> • Achieved with modifications. <i>Please see comments below.</i>
	<ul style="list-style-type: none"> • To contribute to developing capacity for effective exchanges between scientists (and other knowledge holders), policymakers and practitioners to support countries in making informed decisions that conserve biodiversity while enhancing resilience to climate-intensified natural disasters and promoting positive transformations to escape poverty. 	<ul style="list-style-type: none"> • Achieved. The Addis Resilience Dialogue was key to this objective.
	<ul style="list-style-type: none"> • To undertake an initial case study on resilience to drought and food insecurity in Ethiopia, with the exact scope to be determined through a scoping exercise 	<ul style="list-style-type: none"> • Achieved. The Resilience Assessment Events in Gambela (2014) and Telecho (2015), in Ethiopia were key to this objective.
	<ul style="list-style-type: none"> • To engage Ethiopian scientists, policymakers and practitioners, through the process of developing the case study, in dialogue about the best means of monitoring changes in social and ecological resilience over time. 	<ul style="list-style-type: none"> • Achieved. The Resilience Assessment Events in Gambela (2014) and Telecho (2015), in Ethiopia were key to this objective.
	<ul style="list-style-type: none"> • To engage leading global scientists, policymakers and practitioners in a global dialogue on resilience. 	<ul style="list-style-type: none"> • Achieved. The Addis Resilience Dialogue was key to this objective.

3.2.1 Comments on Achievements in Component 1

The portal was set to be launched in January 2016. However, despite heavy coordination efforts between the BES-Net team with all relevant parts of IPBES, some last-minute changes were requested by the IPBES Secretariat and the official launch was postponed until the next CBD COP 13 (December 2016, Cancun, Mexico), without its IPBES elements.

The BES-Net workplan is being updated to meet that deadline, based on the specific needs of IPBES and feedback received during stakeholder consultations¹⁴. In that context, UNDP and IPBES are currently working to adjust the IPBES/BES-Net interface and to develop a joint workplan re-defining the scope, roles and responsibilities, issues related to branding and intellectual property and other legal requirements regarding the collaboration between BES-Net (UNDP) and IPBES¹⁵.

At present, the BES-Net web portal is live (see *Figure 2*), in a soft launch phase, at www.besnet.world, featuring 84 international organizations (<http://www.besnet.world/partners>) playing a key role in the field of biodiversity and ecosystem services, as well as 86 international experts, who agreed to respond to users' questions.

¹⁴ UNDP (2014). "2014 Year-End UNDP Report to SwedBio: BES-Net and Reliance-related Activities".

¹⁵ UN (2016). "Progress report on the United Nations collaborative partnership arrangement for the work of the Platform". [online] http://www.ipbes.net/sites/default/files/downloads/IPBES-4-INF-19_EN.pdf Accessed on: October 14, 2016

Solène Le Doze, the BES-Net Capacity Network Coordinator, explains that it was “a choice to develop certain areas more than others at first. We wanted to prioritize modules echoing the themes of the IPBES assessments that were beginning, in order to support discussion in those areas, as well as other themes that were identified as gaps in the science-policy interface on biodiversity and ecosystem services by our UNDP colleagues and the countries they work with, as well as by the stakeholders we spoke to during many rounds of consultations.”

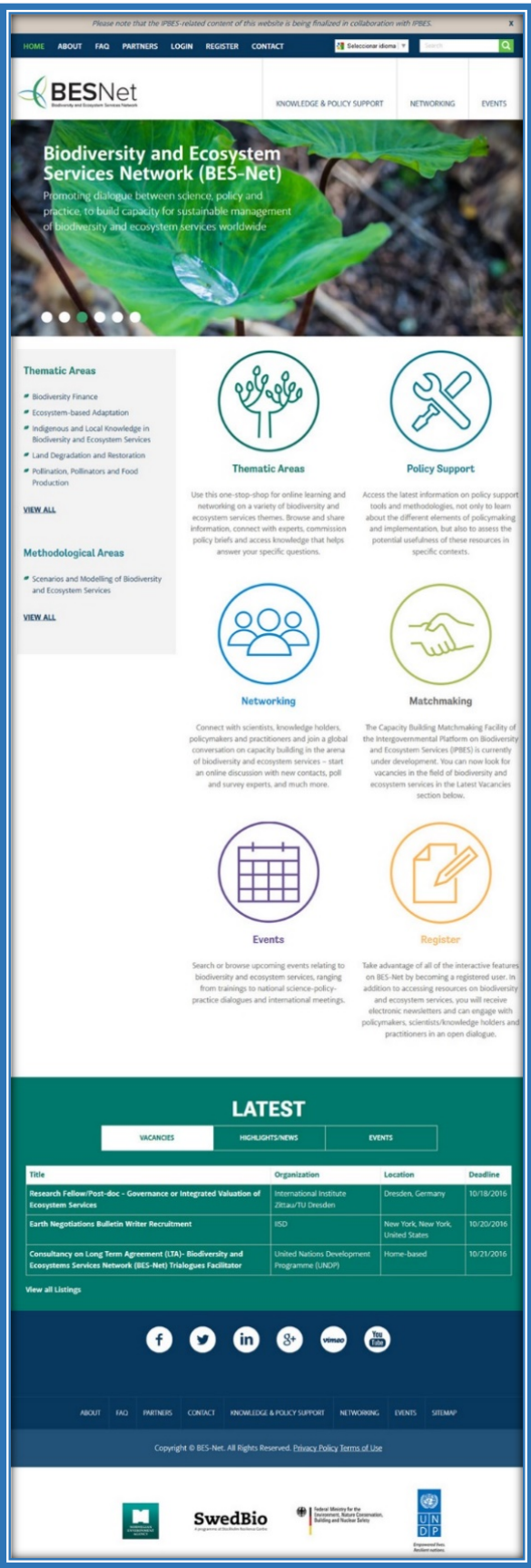
In that context, there are now full BES-Net modules on biodiversity finance, ecosystem-based adaptation, land degradation and restoration, pollination and food production that comprise a list of organizations, a library of knowledge resources and a list of experts for each of them. Lighter modules have been developed on indigenous and local knowledge and scenarios and models. However, BES-Net remains flexible to creating more modules and also removing some themes if they are not relevant anymore.

The BES-Net web portal will support the implementation of these deliverables - in line with decisions taken at IPBES-3 and in support of decision IPBES/2/5 - and the BES-Net strategy makes provision for them to be individual modules of the BES-Net web portal, bearing clear IPBES branding (logo of the platform and of the four United Nations bodies associated with it), to ensure visibility and to reflect the fact that they are IPBES products developed according to the IPBES principles and processes. Clear mechanisms for the development and management of these modules – including the roles of the various IPBES bodies, Task Forces, Expert Groups and Technical Support Units, and collaboration with the BES-Net team – will be defined. So far, the team has developed prototypes for IPBES (i.e. capacity building matchmaking facility and catalogue of policy support tools and catalogue of assessments) at their request.

The other components of the BES-Net web portal will have their own visual identity, separate from IPBES, as per the recommendation of the first meeting of the Task Force on Capacity Building held in Trondheim. The portal will also provide space to indicate the support of all network members, including governments, stakeholders and the Secretariats of the MEAs¹⁶.

¹⁶ UNDP (2014). Biodiversity and Ecosystem Services Network (BES-NET) Strategy in Support of IPBES Capacity Building Activities. Updated by UNDP, November 2014

Figure 2: BES-Net Portal Home Page



3.2.2 Comments on Achievements in Component 2

As mentioned above, in Table 3, the resilience component of the project carried out all of the necessary activities to achieve the objectives defined for it. In particular, the **Resilience Assessment Event in Telecho, Ethiopia**, conducted over a five-day period, between October 6 and 10, 2015, revealed that the community identified crop production as a variable for the specific assessment as their main livelihood activity is farming. When asked about a slow variable that is affecting crop production and which will have an impact on their livelihood, they identified soil degradation as a controlling variable which would affect them severely if they reach a threshold.

In addition, as shown in Table 6, the participants identified the following attributes, needs for improvement and opportunities.

Table 6: Conclusions of Participants in the Resilience Assessment Event in Telecho, Ethiopia

Resilience Factors	Conclusions of Participants
What are the attributes inside the community that helps it to be resilient?	<ul style="list-style-type: none"> • The strong working ethic of the community • Soil fertility is still there even though it is getting eroded • Diversity in crops • The practice of saving crops for later use • The presence of bylaws for social structures like equb, idir, etc. • Availability of natural resource, even though degrading • Willingness to accept new ideas and practices • Existence of structure for information flow • Willingness to rehabilitate their ecosystem as well as their cultures. • The availability of remnant patch of forest and grazing lands • The introduction of irrigation infrastructure • The availability of diverse ecological features • Availability of health services and high level of personal hygiene
Things to be improved for increasing the adaptation of the community	<ul style="list-style-type: none"> • Improper/ unplanned land use <ul style="list-style-type: none"> ○ Farming what should not be farmed ○ Planting eucalyptus in farm lands and around water bodies ○ Uncontrolled grazing including to SWC structures • Forest degradation • Equality of women not yet progressed • Not using water bodies for irrigation • Practice of partying even in the seasons of low income • Lack of law enforcement • Shortage of infrastructure • Willingness to accept ideas but not equally motivated to practice/ act • Shortage diversified source of income • Lack of capacity development trainings to artisans in the community • Erosion of culture (i.e. traditional herbalists) • Shortage of usage of natural fertilizers
What opportunities exist to build resilience	<ul style="list-style-type: none"> • Favorable government policy (i.e. Climate Resilient Green Economy and agricultural policy) • Market opportunity for selling products which does not affect diversity • Governance structure for information flow • Availability of external actors (i.e. NGOs) • Availability of land use plan • Increasing flow of information

	<ul style="list-style-type: none"> • Government infrastructure plans • Availability of national agricultural research center • Availability of technical and vocational training center • Availability of extension service • Availability of alternative employment opportunity
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The resilience assessment was carried out with the local community and government representatives, as well as MELCA – Ethiopia staff and teachers from the five project areas of the organization in order to provide them with practical training on why and how to do resilience assessment in their respective area¹⁷.

Abebayehu Kassaye, MELCA staff at the Bale Branch and participant of the Telecho Assessment, confirms that almost all the community members including women actively participate in every activity of the assessment although the level of their knowledge differs. He also explains that:

“In community sensitization and mobilization works, before starting and participating the community in any practical work in their locality making awareness, building trust and creating self-ownership are important. Thus, the resilience assessment is important in many ways. Some of these are:

- *It created awareness about the status and trends of socio-ecological resources of their area*
- *The community recognized the antecedents and effects of the social, ecological and economic challenges of the community. They clearly understood what has been happening in their area particularly the changes in the biophysical resources.*
- *The community understood the level of degradation of natural resources and they identified the level of their resilience and the path ways in order to improve their resilience and what should be changed in the community.*

Thus, through the resilience assessment tools the necessary data was collected from the community. It includes: about the environmental degradation, land use conversion, changes in biodiversity and over-exploitation of natural resources, soil erosion, decline of water resources, degradation of forests and water resources, climate change, the economic and social status and infrastructures and services found and so on.”

Another activity that was key to achieving the objectives was the **Addis Resilience Dialogue**, organized by the UNDP together with SwedBio at the Stockholm Resilience Centre and MELCA-Ethiopia, which convened a four-day workshop on resilience held in Addis Ababa between November 11 and 14, 2015. The aim of this dialogue was to bring together a wide variety of actors from policy, practice and science who are working on resilience at different levels in order to explore key concepts and principles, multiple approaches for assessing resilience, and to identify specific steps in integrating social-ecological resilience principles and resilience thinking into development and biodiversity planning frameworks. The overall goal and expected outcome of the Multi-Actor Dialogue on Resilience was to identify a range of approaches to **Resilience thinking**; **Resilience assessments in practice**; and **Resilience mainstreaming**, and to find common ground on key concepts and approaches¹⁸.

¹⁷ “Resilience assessment in the Telecho Kebele. October 6 – 10, 2015” in FINAL REPORT TO SWED-BIO (January – December, 2015)

¹⁸ “Multi-Actor Dialogue on Resilience Thinking, Assessments and Mainstreaming” in FINAL REPORT TO SWED-BIO (January – December, 2015)

- **Resilience thinking:** To exchange experiences on resilience thinking in research, policy and practice, with an outcome of a shared understanding of the concept of social-ecological resilience;
- **Resilience assessments in practice:** To exchange diverse experiences and approaches to resilience assessments at multiple scales for multiple purposes, with an outcome of a better understanding of the range of resilience assessments, and a clearer consensus on some key steps;
- **Resilience mainstreaming:** To explore and formulate recommendations on how to integrate and mainstream resilience thinking into key policies and practices, including into national biodiversity plans, national development plans, and community resource management practices, with an outcome of closer consensus on some key steps required to integrate resilience thinking.

The 51 participants included: five Equator Prize winners who have been recognized globally for excellence in resilience within their communities; 14 representatives of the Telecho community; leading academic and scientific institutions, such as the Stockholm Resilience Centre; government representatives from 14 countries, UNDP officers and civil society organizations.

According to the final report on the event¹⁹, the dialogue recognized that:

- The Multi-Actor Resilience Dialogue offered an opportunity for policy makers, scientists and practitioners to analyze various approaches to addressing, assessing, measuring and mainstreaming resilience by focusing on how resilience is understood and managed in a variety of contexts. These opportunities should continue with representation from developing countries organization and institutions from different scales from village level to national and international scale. The way we frame the questions relates to our experience and knowledge, and to work on resilience includes recognizing that our value systems influence our way to think, assess and mainstream resilience.
- There is an urgency to increase efforts to analyze, assess, and mainstream resilience due to the impacts from global change (including climate change, biodiversity loss, changes in land use, pollution etc.), and the urgent need to implement national sustainable development goals, including food system sustainability, water security, sustainable jobs and livelihoods, disaster risk reduction and other national goals, within planetary boundaries.
- Resilience thinking offers an opportunity and can provide a framework for understanding, addressing and measuring change within social-ecological systems (the inherent interconnections and co-evolution between people and nature).
- There was some divergence in the group on understanding resilience as a goal, property, process, attribute and/or approach. It was put forward that resilience is an important attribute to achieve certain goals (as means to a sustainable end) rather than an end in and of itself. At the same time, it was recognized that resilience as a system property (which can be good or bad) can be useful to assess or measure resilience of what, to what, for and by whom.

The value of the Addis Resilience Dialogue was confirmed by **Kudzai Kusena**, from the University of Cape Town in South Africa, and **André Luiz Gonçalves**, from the Instituto Federal Catarinense

¹⁹ “Multi-Actor Dialogue on Resilience Thinking, Assessments and Mainstreaming” (p. 13) in FINAL REPORT TO SWED-BIO (January – December, 2015)

in Brazil, both of whom participated in it. “I think it was very creative and pertinent as most meetings and events of this kind just bring people with similar background and/or from the same sector. A plural and diverse participation allowed different perspectives and viewpoints,” said **André Luiz Gonçalves**, adding that “most current social and environmental problems require complex and integrated solutions, therefore it is an imperative to have different stakeholders debating and committed to find solutions. The dialogue format with a limited number of participants was also very appropriated giving the opportunity to people exposes their opinions. I do believe that such dialogue format should be promoted. As I work directly with development issues in rural communities in my country, Brazil, I do need to have more concrete approach instead of only theoretical perspectives. Merging theory and a real-world case was very inspiring.”

Similarly, **Kudzai Kusena** expressed that the Dialogue “was an important opportunity to share knowledge on a platform composed of policy makers, scientists and practitioners. To me these different categories operate resilience thinking at different scales and levels and it was interesting to learn such. The dialogue format of the workshop helped me to interact and learn from others. I also learnt about the gap between the resilience concept and its measurability. The lack of harmonised tools and indicators of resilience has often affected the implementation and operationalization of resilience at policy level. The fact that it was a three-party dialogue helped me to understand the grey areas of resilience. I believe multi-party resilience dialogues are important and help the parties to quickly find each other in a complex system for the best implementation and mainstreaming of the resilience concept.”

As one of the most important insights obtained from the experience, **Kudzai Kusena** mentions that “I learnt from the academics coming from the resilience center that resilience as a concept does not yet have agreed framework for assessment and monitoring. Researchers are busy developing tools and indicators that can help monitor and evaluate resilience. I also learnt the importance of mainstreaming resilience thinking into national and regional policies. I also learnt that research on resilience with communities or farmers should consider participatory methods as the process help to equip communities or farmers with knowledge about their vulnerabilities and could stimulate positive change towards resilient communities.”

Kudzai Kusena added that “I am working on a project on understanding factors that enhance or undermine resilience of farmer-led seed systems in Zimbabwe with an end goal of coming up with a bucket of indicators that could be used for assessing resilience in farmer-led seed systems. This project is part of my PhD research project with the University of Cape Town and I am glad that the dialogue influenced most of the questions I now pursue in my research.”

André Luiz Gonçalves also explained that he has had the opportunity of applying the knowledge and lessons learned during the activity:

“I just organized a one-week course here in Brazil, in partnership with the Swedish Society for Nature Conservation – SSNC, where we had participants from different countries – Brazil, India, Philippines, Kenya, Ethiopia, and Uganda e Mozambique –, and we used a similar methodology to assess the resilience of many practical examples of sustainable farming systems. Indeed, the dialogue was an inspiration and we are planning other capacity building activities for the next years using a similar approach.”

The usefulness of this field visit was also highlighted by **Kudzai Kusena**:

“I really enjoyed the mapping research by MELCA. That was a brilliant example of appraising resilience status at landscape levels. I am still convinced that such activity if replicated in a number of communities potentially changes mindsets and builds the much-needed energy towards a resilient ecosystem. It has this magic of building social collective responsibility. The

concept of community gene banks was interesting but the fact that I am a gene bank manager with now exposure to the concept of resilience thinking, I believe the concept of community seed banking needs to be reconstructed to foster resilience of systems that has created it i.e. farmer-led seed systems. The utilization part of the materials stored in the community seed banks is very low.”

The dialogue also included a presentation on the **“Resilience, Adaptation Pathways and Transformation Assessment (RAPTA) Framework”**. This is important because the launch of this document made it necessary to **re-prioritize one of the original project objectives** as a response to the emergence of this STAP GEF commissioned development of a resilience assessment methodology to be used by GEF, “there was no longer a need to come up with a methodology but rather to bridge between that process and other ongoing initiatives on method development for resilience assessments. The global resilience dialogue was a strategic event for that purpose, contributing to cross-fertilization between different ongoing initiatives. Further, the originally planned national dialogue was merged with a RAPTA workshop, and instead focus was put on implementing”²⁰.

Regarding the main similarities/differences between the approach to resilience assessment applied in Telecho and the RAPTA developed by the GEF, **Million Belay**, consultant in charge of the resilience activities and founder of MELCA-Ethiopia, expressed that “the main similarity is that they both involved local communities and they both start with asking the resilience of what to what. Most of the participants of the resilience assessment have also participated in the RAPTA process. The big difference is in the range of tools that was used by the resilience assessment. We used participatory mapping, transect walk and analysis of the cultural and formal governance systems. The RAPTA process was also very helpful in its problem analysis and in focusing on theory of change.”

He also added that “the more you bring additional methodologies the more understanding that you will have as you peel each layer of their life. It is almost impossible to get a complete grasp of their life though one or two processes. Therefore, I would say that the processes were complementary.”

The Dialogue participants also went on a field trip to Telecho, organized by MELCA-Ethiopia. This trip provided an opportunity for informal discussions among the participants and community members to learn more about the powerful participatory 3D mapping exercise facilitated by MELCA in the region. It helped participants to understand the role of this mapping process in mobilizing knowledge related to bio-cultural landscape, in learning and change, and its value in building resilience. This trip also provided an opportunity for participants to visit the first Community Seed Bank (CSB) in Telecho, built with an aim of supporting farmer communities in the Telecho area to preserve their local seed varieties, considered vital for climate change adaptation and community’s traditional knowledge.

In the words of **André Luiz Gonçalves**, “the visit was a source of inspiration for similar approaches and also to analyze and compare some related experiences in Brazil. Some communities that I work with here in Brazil are developing community seed banks and other collective actions to promote community development. The visit was very relevant to assure that what we have been promoting is indeed coupled with resilience principles.”

According to **Jamison Ervin**, Project Manager and responsible for this component, “the project enabled us to unpack and examine many of the different aspects of resilience, and resilience

²⁰ FINAL REPORT TO SWED-BIO (January – December, 2015), p. 4

assessments, which we otherwise would not have been able to do. For example, as a result of the project, we have initiated a ‘community of practice’ around resilience that we hope to sustain. We are also planning to develop a resilience e-learning module applying the lessons learned through this initiative.”

The need to continue holding these three-party dialogues is stressed by **André Luiz Gonçalves**, who said “it would be interesting to have other similar events bringing the same participants to have a sort of continuing capacity building approach, but with a very practical and applied methodology. In addition, meetings where one or two principles of resilience would be focused and analyzed in deep, as a complement of the dialogue. In short, more meetings to advance in the resilience thinking.”

3.3 Efficiency

In the document ***“Third-Party Cost-Sharing Agreement between Sweden, represented by SwedBio/SRC (The Donor) and the United Nations Development Programme (UNDP)”***, signed on 19 December 2013, it was established that the donor would contribute to UNDP the amount of SEK 1,000,000 on 30 December 2013. Later on, through the document ***“Amendment to the Contract between United Nations Development Programme (UNDP) and the Resilience and Development Program (SwedBio) at Stockholm Resilience Centre (Donor)”*** (signed on 16 December 2014 and referred to as Amendment I), it was specified that two more disbursements would be made, one in 2014 for SEK 600,000 and one in 2015 for SEK 400,000. Finally, the document ***“Amendment to the Contract between United Nations Development Programme (UNDP) and the Resilience and Development Program (SwedBio) at Stockholm Resilience Centre (Donor)”*** (signed on 9 December 2014 and referred to as Amendment II) added the amount of SEK 300,000 for 2016. Accordingly, the project received from SwedBio the disbursements shown in Table 7 below.

Table 7: Disbursements Made by SwedBio to the UNDP

Date of Receipt	Amount in SEK	Amount in USD	Exchange Rate
31 Dec 2013	SEK 1,000,000	USD \$154,130.70	6.488
2 January 2015	SEK 600,000	USD \$76,414	7.852
13 November 2015	SEK 400,000	USD \$46,740	8.558
3 January 2016	SEK 300,000	USD \$35,846	8.369
TOTAL	SEK 2,300,000	USD \$313,130.70	

These funds were spent in full, as evidenced in the audited reports (***“Certified Financial Reports to the Government of Sweden for the year ended 31 December 2014”*** and ***“Certified Financial Reports to the Government of Sweden for the year ended 31 December 2015”***), submitted by UNDP to SwedBio in 2014 and 2015.

Overall, the funds covered the following expenditures: conferences; consultant fees; BES-Net Capacity Network Coordinator; project costs; travel expenses; and UNDP General Management Support Fees.

Specifically, in 2014 SwedBio contributed funds towards the BES-Net Capacity Network Coordinator, representing 50% of the cost of this position. Further contributions were made in December 2014, for use in 2015 to support the desk review looking at best practices in multi-stakeholder dialogues supporting policy processes in order to inform the design of the BES-Net “Dialogues”, and in December 2015, for use in 2015 towards the BES-Net Capacity Network Coordinator and web portal support staff, for the September-December 2015 period.

In addition, **significant in-kind contributions were made by the UNDP** through staff time dedicated to supporting this project, as mentioned in section **2.2 Project Start and Duration and Implementation Arrangements**, above.

3.4 Impact

3.4.1 Impacts of the BES-Net Component

Since BES-Net is an ongoing project, that is still at a soft-launch phase, its impacts will be fully seen in the future, once it is fully functional. However, some positive trends can already be observed and will be highlighted in this section.

So far, BES-Net has provided visibility and added value to the current work done by its 84 partners (<http://www.besnet.world/partners>), who are working at all levels of the interface: science/knowledge holders, policy and practice. For example, it includes links redirecting users to e-learning modules available on other websites, where partners have developed knowledge products. Some of these sites include: the CBD Clearing House Mechanism, the NBSAP Forum, the UNCCD Capacity Marketplace, and the Sub-Global Assessment Network (SGAN).

At the same time, the web portal has been structured so that it is flexible and the user experience is customizable. For example, visitors can follow their areas of interest only, get in touch with specific people, create their own group of collaboration with other users, etc.

Solène Le Doze, BES-Net Capacity Network Coordinator, explains that the portal is “providing a one-stop shop and access to all sorts of information, making it easy to get a “crash course” on a given topic, so that if you are a civil servant needing to make a policy on, let's say, land degradation in your country but you have not worked in the field before, the BES-Net web portal equips you with all you need to get up to speed quickly. This can be done by accessing the libraries of content that have best practices, policy briefs and links to e-learning courses; by reaching out to the list of key organizations that are working in this field, so that you can identify them quickly, learn more and maybe partner up with them; or reviewing the list of international experts that you can ask specific questions to.”

The main purpose of BES-Net is to bring together three communities: science/knowledge holders, practitioners and policymakers. This has been already successfully achieved (see Table 8), and the portal has extensive activity (see Figure 3 and Table 9), with the pages on Knowledge and Policy Support and Networking being among the most visited, despite the fact that full dissemination of the portal (including through social media platforms) will not begin until its official launch during the CBD COP 13 (December 2016, Cancun, Mexico).

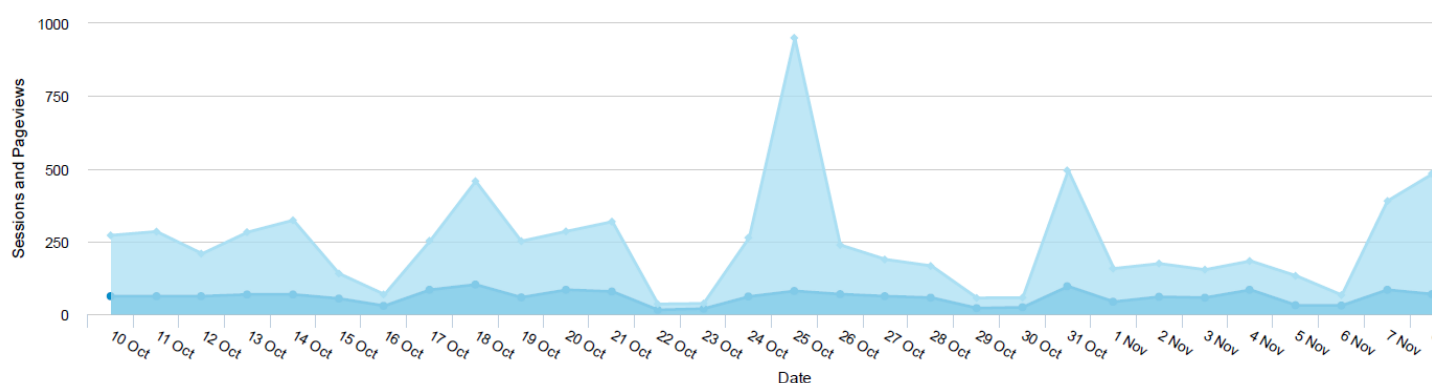
Table 8: BES-Net Users and Resources in Numbers

Users and Available Resources	Number
Number of Registered Users	218
Community Users Belong To*	Knowledge Holder 66 Policymaker 50 Practitioner 79 Scientist 31
Organizations Users Belong To	237
Documents in the libraries	340
Experts Profiles	86

* Users sometimes register in more than one category.

Source: BES-Net portal (October 27, 2016)

Figure 3: Sessions and Pageviews Between 10 October and 7 November, 2016



Source: Google Analytics Report, 10 November 2016

Table 9: Top 10 Visited BES-Net Pages

Ranking	Page	Number of Views
1	BESNet Home	1,758 views
2	About BESNet	238 views
3	Knowledge & Policy Support BESNet	171 views
4	Networking BESNet	169 views
5	My Dashboard BESNet	154 views
6	Jobs & Internships BESNet	144 views
7	Login to BESNet BESNet	136 views
8	Biodiversity Finance BESNet	126 views
9	sharebutton.to	123 views
10	Partners BESNet	113 views

Source: Google Analytics Report, 10 November 2016

It is also important to highlight the top countries that the BES-Net portal is reaching (*see Table 10*), which include **several developing nations like Kenya, Peru, Turkey and Thailand**.

Table 10: Top Countries Reached by the BES-Net Portal

Ranking	Country / Territory	Pageviews	Users
1	Kenya	1669	35
2	Peru	1567	6
3	Italy	741	34
4	Portugal	660	354
5	Turkey	572	14
6	United States	328	85
7	Germany	296	60
8	Thailand	206	6
9	United Kingdom	188	58
10	France	128	28

Source: Google Analytics Report, 10 November 2016

On behalf of the IPBES Secretariat, **Thomas Koetz** expressed that “we hope that the web site will be successful and that it will promote the work of IPBES. We are particularly interested in reaching out to people who are not yet active within IPBES, including, additional non-governmental stakeholders, as well as people in governments who are not traditionally involved in IPBES (e.g. Ministries of finances).”

Moving forward, **the BES-Net team plans to expand its reach by further developing the network, working on the full inclusion of indigenous and local knowledge and gender issues in BES-Net, by developing the “Trialogues” and by enhancing some features of the portal** before the end of the year and beginning to develop new ones, such as translations into French through further support from SwedBio.

Further, discussions are well on their way with the CBD secretariat and the UNCCD Secretariat regarding BES-Net’s collaboration with their capacity building activities, and joint activities and events have already been undertaken.

3.4.2 Impacts of the Resilience Component

The **resilience component activities in Ethiopia**, which include the **Resilience Assessment Events in Gambela (2014) and Telecho (2015)** and the **Addis Resilience Dialogue** (*see Table 4, above, APPENDIX V: Participants in the Resilience Assessment in Telecho, Ethiopia and APPENDIX VI: Participants in the Addis Resilience Dialogue*) had **several impacts**. For example, the RAPTA approach is being applied by the Commonwealth Scientific and Industrial Research Organisation (CSIRO) and the final result will also reflect some of the findings from this assessment.

Million Belay, consultant in charge of these activities and founder of MELCA-Ethiopia, states that “the main impact was the further application of the assessment in another area, the Bale Mountains. This shows how the training is replicated” and adds that “a trial was made in Bale to replicate the Telecho experience. The report is being edited. We will develop a proposal for the local community to benefit from it.”

The resilience assessment in the Bale Mountains that Mr. Belay refers to was conducted in 2015 as part of the Community Conservation Resilience Initiative, which was led by the Global Forest Coalition and also supported by the Stockholm Resilience Centre and MELCA-Ethiopia. As explained by **Ababayehu Kassaye**, MELCA staff at the Bale Branch:

“The Telecho experience can surely be replicated in other area! The same assessment was conducted in Bale Zone. The resilience assessment was conducted in Dinsho Woreda, Mio Kebele²¹. Dinsho Woreda is found in the Oromia Regional state, Bale Zone, at about 400 kms away from Addis Ababa. Since Dinsho Woreda neighbors Bale Mountains National Park (BMNP), which is a Globally Significant Biodiversity Area (GSBA) recognized by IUCN, and because of the altitudinal variation found in the Woreda, the area is rich with floral and faunal diversity of which some of them are endemic to Ethiopia. However, the natural resources of this area have been degrading drastically because of many factors. Thus, Mio Kebele was selected for the resilience assessment because of its immense natural resources, which are under huge threat. The kebele has relatively diverse agro-ecological zones which are appropriate for the training activities and MELCA has been working on the rehabilitation of the SNS²² and livelihood improvement in the Kebele in collaboration with relevant Government offices and it is accessible for transportation. On the resilience assessment, the local community members, teachers from different schools and experts from Culture and Tourism and Rural Land and Environmental Protection offices and other relevant offices including MELCA staffs participated. Therefore, the assessment has vital significance by itself and can be used for as a source of information for taking actions in the community.”

According to **Million Belay**, “another impact is the development of a proposal based on the result of the assessment. The proposal is going to be submitted to a funder which is quite prepared to support it. It will be an agroecology project where the community’s adaptive capacity will be strengthened through better management of agrobiodiversity, soil and water conservation, organizing farmers into associations and creating and facilitating market linkages.”

One important factor to consider is the excellent choice of MELCA-Ethiopia as a partner for these assessments, because the organization already had a presence in the community and it used its relationship and previous experience to design a project based on the assessment and submitted it to a funder. In addition, the organization has staff and teachers in four other project areas who participated in the assessment and received training to replicate it in their own communities.

As for the **Addis Resilience Dialogue**, it provided an overview of mainstreaming biodiversity into national development plans, sectoral and cross-sectoral policies and programs for a two-fold result: biodiversity conservation and human well-being. The Dialogue, and more specifically the Informal Dialogue on Integrating Biodiversity, Ecosystems and Resilience Indicators into National Sustainable Development Goals, Plans and Policy Frameworks, helped participants

²¹ The “kebele” is the smallest administrative unit of Ethiopia and represents a well-defined group of settlements or villages.

²² SNS refers to Sacred Natural Sites

understand the synergies and complementarities between the Aichi Biodiversity Targets, NBSAPs and Sustainable Development Goals, underscoring the importance of sustainable use and management of natural resources, linking it to poverty eradication and the development agenda. It also helped participants understand that sustainable growth is a cross-cutting issue that will require many different partners, across different entities, governments, sectors, and stakeholders to work together.

Other impacts of the project included:

- The project catalyzed a longer-term partnership with CONANP of Mexico, which is executing a UNDP-GEF project on resilience and protected areas.
- The project helped to showcase the work of Equator Prize winners. Because of the Resilience Dialogue, UNDP developed the publication *“Stories of Resilience”* (http://www.equatorinitiative.org/index.php?option=com_content&view=article&id=927&catid=192:2013&Itemid=732&lang=en), drawing heavily from the collaboration with SwedBio and the Stockholm Resilience Centre.
- These outputs helped contribute to capacity building under IPBES and to provide lessons learned and feedback for the project on *“Mainstreaming Incentives for Biodiversity Conservation into the Climate Resilient Green Economy Strategy (CRGE)”*, to be managed by UNDP and funded by the GEF, with the aim of addressing challenges in the Ethiopian biodiversity sector by putting in place safeguards to ensure that the current high level of growth and planned investments do not impact negatively on biodiversity.

According to **Sara Elfstrand and Maria Schultz**, of SwedBio, “the project has contributed to method development, knowledge exchange and capacity building related to resilience assessments on different levels. In relation to the Ethiopia case study, the resilience assessment was carried out at a local scale contributing to capacity building with local community and government representatives, but also feeding in experiences to the broader global network through the resilience dialogue. The resilience dialogue as such contributed to knowledge exchange between science, policy and practice actors and to making resilience thinking and assessments operational for practitioners and policymakers in and for developing countries.”

The next step forward of the project team is to **develop a resilience e-learning module** that will replicate and sustain the learning generated by the Resilience Dialogue.

3.5 Sustainability

3.5.1 Likelihood of Project Sustainability

The project definitely has the potential for being sustained and for producing lasting positive impacts. First of all, it is consistent with the priorities of the partners and with the demands of the global community focusing on biodiversity and ecosystem services for accessing reliable and updated resources and networks that will contribute to their work. Second, it has already secured funding to ensure its operation and the face-to-face capacity building elements of BES-Net (the “Dialogues”) until 2020.

All of this has been possible thanks to the team’s focus on the added value for the project’s partners to engage (by offering them visibility of their work and knowledge products, connections, recognition, outreach) and on having low barriers for engagement (a simple letter agreeing on sharing networks and information is needed to become a member).

Indeed, according to **Sara Elfstrand and Maria Schultz**, of SwedBio, “a very good website has been developed and wish for it to be launched, used and disseminated. It needs to be clarified though if it is a general website delivering under IPBES and CBD, or just under IPBES. This will be key to ensure sustainability.” They also value the project’s contribution to resilience thinking, mentioning that: “Attention has been given to include a broad range of actors that are working on resilience thinking, assessments and mainstreaming and that are continuing the endeavors after the project has ended. One example is the connections established between UNDP, CSIRO and Guidance for Resilience in the Anthropocene: Investments for development (GRAID) regarding the STAP GEF commissioned work on RAPTA and the piloting of RAPTA at national and local level in Ethiopia, where experiences from the local case study in Telecho are feeding in to the continued work.”

Solène Le Doze, BES-Net Capacity Network Coordinator, is also optimistic, indicating that: “We are excited to officially launch the website and publicize it widely so that it reaches its full potential. IPBES has confirmed its interest in working with us, focusing on the matchmaking facility (there is a formal IPBES decision on this) and on the Trialogues, and we received very positive feedback from the second IPBES forum on capacity building, held in September 2016 in New York, on the potential role of UNDP in the implementation of the new IPBES capacity building rolling plan. Further, we have received excellent feedback from our Network Members, who are looking forward to the next steps in BES-Net.”

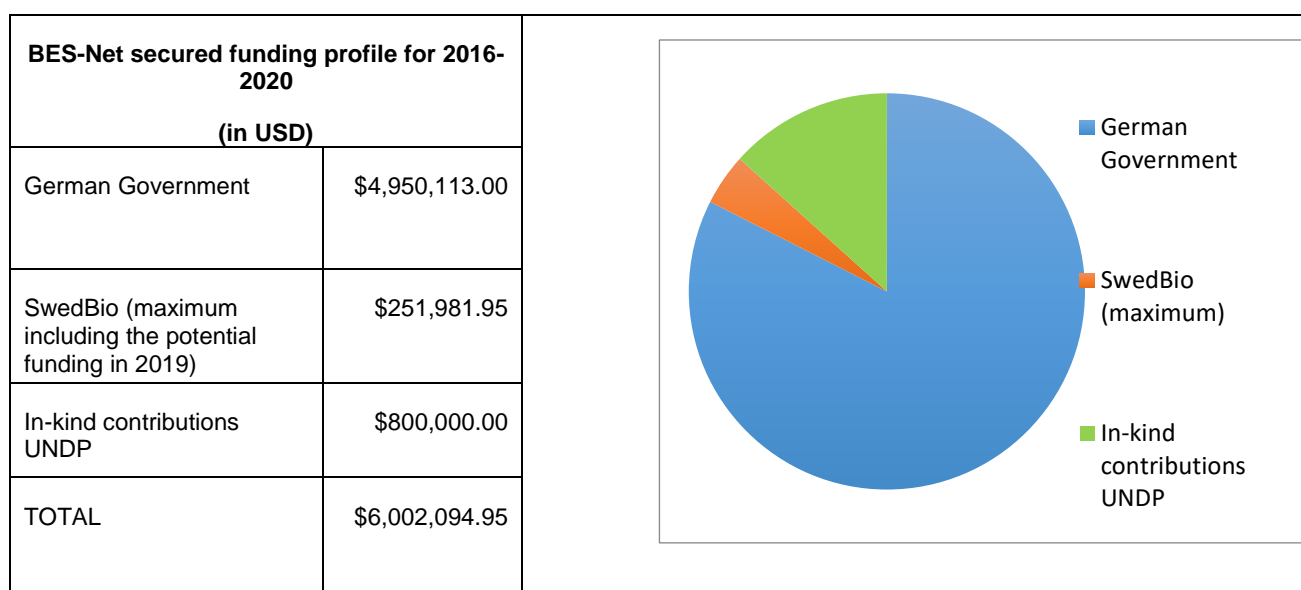
Likewise, **Jamison Ervin**, Project Manager and responsible for the resilience component, highlights that “BES-Net is an ongoing project embraced by UNDP, and widely viewed as an important contribution to the IPBES” and that “this type of grant is critically important to us in catalyzing action around key themes.”

3.5.2 Funding Secured Until 2020

In 2015, UNDP secured financial support (see *Figure 4*) from the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB by its acronym in German) for a project ***“Supporting developing country capacity to address science-policy questions through IPBES via the UNDP managed Biodiversity and Ecosystem Services Network (BES-Net) and the UNEP-WCMC hosted Sub-Global Assessment Network (SGA Network) over the period 2016-2020”***. The project aims at supporting developing countries to address science-policy questions highlighted by IPBES through:

- Enhancing capacity at the national and regional levels to apply the findings of IPBES assessments. This will be achieved through the UNDP-managed BES-Net capacity network hosting “Trialogue” events bringing together scientists, policy-makers and practitioners to address pressing development questions; and
- Providing technical and capacity building support to specific countries to conduct national assessments of scientific evidence on policy issues, complementing IPBES regional and thematic assessments – achieved through customized support to countries via centers of excellence and the SGA Network.

Figure 4: Funds Leveraged by the Project for its Continuation until 2020



4. LESSONS LEARNED

Table 11, below, presents the main lessons learned identified by the project team and SwedBio for each component.

Table 11: Lessons Learned from the Project

Stakeholder	Lessons Learned Component 1	Lessons Learned Component 2
Project Team	Re-defining the IPBES/BES-Net interface, based on the evolving needs of IPBES has been time consuming and has resulted in delays in the delivery, but it has proven helpful in demonstrating the team's willingness to support the IPBES needs, working on the establishment of a long-term relationship.	<p><u>Regarding the Gambela and Telecho assessments:</u></p> <ul style="list-style-type: none"> It is impossible to claim that only one method or process is enough. We need to use repeated processes to get a full understanding of the socio-ecological reality of the biocultural landscape. It is important that these assessments end in viable projects for benefiting local communities. These tools are very useful to really develop a comprehensive proposal but they should not end in reports. Through the resilience assessment processes a tremendous experience and knowledge can be collected from the community about the community and their environment, about the trend and the status of their resources and their socio-economic condition and the levels of resilience.

		<p>Mapping such knowledge ensures that the information is available for present and future generations.</p> <ul style="list-style-type: none"> • It is important to recognize the indigenous knowledge (the knowledge of elders); the community members have tremendous knowledge about the realities found in their <i>kebele</i>. • Resilience assessments can be conducted in a bigger region and have huge importance. <p><u>Regarding the Addis Resilience Dialogue:</u></p> <ul style="list-style-type: none"> • There are multiple ways of defining resilience, depending on the organizational framework. • There is a certain degree of coherence around definitions, despite organizational differences, and this coherence can be the basis of moving forward. • There are multiple ways and views of operationalizing resilience in an assessment, and these can apply to different contexts and for different purposes.
<p>SwedBio</p>	<p>The roles of BES-Net as the web-based capacity building and matchmaking facility have to be clarified in relation to the IPBES secretariat/bureau and UNDP. We think that it should have been launched much earlier, and that the difficulties regarding roles is an obstacle for operating the BES-Net website.</p>	<p>Resilience is a widely used concept with many different interpretations, which is reflected in the multiple approaches for applying resilience in practice. Different resilience assessment tools are tailored for different purposes, but the various tools also reflect differences in the underlying conceptual frameworks for resilience. This project contributed to bringing in a broader social-ecological systems perspective as complement to tools and approaches that focus, for example, on household level surveys.</p> <p>Although a very fruitful collaboration, there have been some challenges in the implementation of the resilience-related work, which means there have been delays in activities and, to some extent, also a re-prioritization of project objectives. Reporting has also been delayed, which hampered processing of the continued collaboration onwards.</p>

5. EVALUATIVE CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

Overall, **the project has successfully achieved its proposed objectives**, therefore showing great effectiveness. **The setbacks in its progress have been largely due, for both components, to outside circumstances.**

For example, **the changes in the priorities and deliverables established by the IPBES for the BES-Net portal have forced the team to restructure some elements and put part of its work on hold** until the UNDP and the IPBES reach a final agreement on the support of BES-Net to capacity building in IPBES through online learning, networking and collaboration. In this context, it is important to highlight that the implementation of BES-Net has been responsive to the progress made in the IPBES arena and to feedback received from numerous stakeholders working in the field of biodiversity and ecosystem services (BES).

This is relevant because **it is easy to forget that BES-Net is not just a portal, but a global network that brings together three communities:** science/knowledge holders, practitioners and policymakers. Therefore, **the full extent of BES-Net's outreach and contribution is yet to be seen, once the website is officially launched and the face-to-face "Trialogue" activities begin to take place.**

On that same note, it is important to bear in mind that **the changes requested by IPBES can be understood in the context that the IPBES itself is a rather new organization which is still making its own definitions.**

Regarding the resilience component of the project, **both the Resilience Assessments in Gambela and Telecho and the Addis Resilience Dialogue successfully contributed to achieve the project's objectives. Only one objective had to be re-prioritized** due to the launch of the **"Resilience, Adaptation Pathways and Transformation Assessment (RAPTA) Framework"**, a STAP GEF commissioned development of a resilience assessment methodology to be used by GEF. However, **the team was smart and quick to react by including the RAPTA in the activities being carried out in Ethiopia.** This shows great adaptability and capacity to take advantage of valuable resources to achieve the project's objectives.

It is noteworthy that **both stakeholders consulted, the project team and SwedBio, have very similar views on the lessons learned from the project.** This is very promising for the project's sustainability because it shows that the people involved in this initiative are "in tune" and, therefore, will probably make it easier to continue working together in the future. **The only criticism expressed is that reporting has been delayed for Component 2**, so this is an aspect that should be improved.

The **financial resources leveraged by the project team to ensure its operations until 2020 are also a positive indicator** that good work has been done and that it is being valued by donors who have committed funds to help this important initiative realize its full potential.

5.2 Recommendations

Based on the findings and lessons learned from this project, it is clearly well structured and managed, with enough flexibility to adapt to shifting outside circumstances. Therefore, **the**

following recommendations are not meant to correct anything, but to strengthen its impact and outreach during the future period of implementation:

- **To activate the promotion and dissemination through traditional and social media of the network as such, not focused solely on the portal.** This will be even easier and more important once the “Trialogues” begin. Although building the portal has been a significant part of the partnership with IPBES and other institutions working on biodiversity and ecosystem services, **it seems that too much emphasis has been placed on the portal itself, considering it mostly as an end instead of a means to reach an end.** This is understandable, because it was the first element that needed to be developed and resources were limited. But since the following phase will emphasize the Trialogues with funding from the German government, it seems reasonable to switch the focus and make a strong outreach effort to announce the emergence of this “network of networks”, which is already making a value contribution to knowledge sharing.
- **To conduct a survey among users and other partners, besides IPBES, that will help identify the topics that are most relevant to them.** This will help define key thematic areas that can be developed to address the needs of users and other partners and strengthen BES-Net’s position as the “one-stop shop” for content and resources on biodiversity and ecosystem services in general.

APPENDIX I: Terms of Reference



Empowered lives.
Resilient nations.

Terms of Reference GENERAL INFORMATION

Services/Work Description:	Consultancy: Project Level Evaluation of a Sida-Supported Projects
Project/Program Title:	Evaluation of the Projects titled “Support to Capacity-Building under IPBES through the development of BES-Net and support to work for resilience thinking in development” (Dec. 2013-Dec. 2015)
Post Title:	International Consultancy (Individual)
Organisation:	Global Level
Duty Station:	Home-based
Expected Places of Travel:	N/A
Duration:	15 calendar days
Expected Start Date:	15 August 2016
Expected End Date:	30 October 2016

PART A: INTRODUCTION

1. **Background:**

This evaluation is mandatory requirement from SwedBio and Sida, who have supported a project implemented by UNDP since December 2013.

This is a final evaluation of the project, which had a focus on the Biodiversity and Ecosystem Services Network (BES-Net) and on resilience, and was completed in December 2015.

2. **The Project:**

The project to be evaluated is:

“Support to Capacity-Building under IPBES through the development of BES-Net and support to work for resilience thinking in development”, which started in December 2013, and ended in December 2015. It was managed by UNDP through its Global Biodiversity Programme which is being managed from UNDP HQ in New York. Evaluation of this component will be undertaken in 2016.

3. **The stakeholders**

For BES-Net:

BES-Net aims at bringing together policymakers, scientists/knowledge holders and practitioners to address specific policy issues in the arena of biodiversity and ecosystem services, each community bringing a different angle to science-policy questions.

Policymakers: They shape policy and legislation in the public sector and civil society. Policymakers use research to inform decision-making, and may need support to demystify the scientific evidence to inform policy. Engaging with a wide range of policymakers across sectors and ministries will help mainstreaming biodiversity effectively.

Scientists and knowledge holders: Holders and generators of knowledge, they include scientists from academic institutions, NGO researchers or traditional holders and generators of

knowledge, as well as technical specialists involved in managing biodiversity. Their knowledge significantly contributes to the sustainable management of ecosystems.

Practitioners: They work on the ground, directly or with intermediaries, to define and manage biodiversity and ecosystem challenges. They include members of NGOs, Intergovernmental Organizations, the private sector as well as indigenous people and local communities. Their engagement is critical for informing and implementing policy making.

For the Resilience component, stakeholders include Melca Ethiopia and its relevant stakeholders and global scientists (and other knowledge holders), policymakers and practitioners supporting countries in making informed decisions that conserve biodiversity while enhancing resilience to climate-intensified natural disasters and promoting positive transformations to escape poverty.

PART B: THE TERMS OF REFERENCE

TERMS OF REFERENCE FOR THE EVALUATION OF THE SIDA Support to BES-Net and resilience work of UNDP titled:

“Support to Capacity –Building under IPBES through the development of BES-Net and support to work for resilience thinking in development” (Dec. 2013- Dec. 2015)

For this proposal, ‘evaluation’ is defined as follows: “Development evaluation is a tool for analysing and assessing Swedish and other agencies’ development cooperation and results. It has a central role in results based management (RBM) and for learning at Sida. It provides information on results, deepened understanding of how and why certain results were – or weren’t – achieved, and determines whether they were satisfactory or not. Evaluation provides us with knowledge of what works, for whom, under what circumstances and how.” (Sida)

1. BACKGROUND

The monitoring process of the project is described briefly in the following paragraph:

Specific progress and the achievement of objectives are measured against set logical frameworks and indicators specified in the Results Framework for the programme as outlined below:

Specific objectives and expected results of the collaboration as outlined in the proposals for “Support to Capacity-Building under IPBES through the development of BES-Net and support to work for resilience thinking in development”, which started in December 2013, and ended in December 2015, were:

Component 1:

- To contribute to the development and operation of a Biodiversity and Ecosystem Services (BES)-Net capacity network and web portal, facilitating exchanges between the global communities of science, policy and practice as described in the BES-Net Strategy

Component 2:

- To undertake an initial case study on resilience to drought and food insecurity in Ethiopia, with the exact scope to be determined through a scoping exercise.
- To engage Ethiopian scientists, policymakers and practitioners, through the process of developing the case study, in dialogue about the best means of monitoring changes in social and ecological resilience over time.

Main results of the collaboration will include:

Component 1:

- An operational BES-Net capacity network and web portal with registered users from the communities of science, policy and practice
- An operational frame work for conducting national dialogues on key topics (in this case resilience) (added in Amendment II)

Component 2 (as per Amendment agreement I):

- A comprehensive paper summarizing UNDP's learning through the project on methodologies for resilience assessment as an input to the case study and the national workshop (25-30 page analysis)
- A comprehensive paper summarizing learning and options to help frame issues and options for a global dialogue
- A case study on resilience to drought and food insecurity in Ethiopia (15-20 pages)
- A national science-policy-practice dialogue workshop, following the initial planning workshop, in which role-players in the case study community and their partners contribute ideas on monitoring changes in resilience and a report on the workshop (10-15 pages with accompanying supporting materials via various web platforms, including BES Net)

The rationale for this project level evaluation is to:

- Understand the progress made against the results framework of the project during the time period,
- Document and report on the achievements, successes and challenges and on the roles played by the project to overcome challenges,
- Share with the project stakeholders and the donor on the project: its successes, challenges, recommendations, and on the sustainability of the work undertaken by the project.

The intended users of the evaluation of this project are UNDP, the external funders: Sida, stakeholders –entities and bodies who are partners to the project.

2. PROJECT EVALUATION CONTEXT

a) **Context:** The evaluation needs to be placed in the context of the overall monitoring framework of the project. Apart from the evaluation being a donor requirement, it is expected that the evaluation will identify the success, challenges and potential roadblocks to the project; suggest course correction measures and advice for further follow up to ensure sustainability of the activities and processes initiated by this project.

b) **Scope of the evaluation:** the broad scope of the evaluation covers review of the project agreement(s) and its results framework; annual work plans; activities and results achieved against the timelines and result framework; review of project report, tools, technical reports and guides produced by the project as deliverables for the time period in question and review and recording of key challenges faced and key outcomes achieved.

c) **The main expected output from the evaluation exercise** is a project evaluation report that will *describe* the evaluated project and the scope, objectives and methodology of the evaluation process; *share* the main findings from the evaluation; *draw* evaluative conclusions from the exercise; *identify* the key lessons learned, barriers faced and overcome; and *recommend* steps for sustaining the efforts initiated by the project.

3. PURPOSE, OBJECTIVES AND SCOPE

The overall **purpose** of the evaluation of this project is:

- To understand the successes, achievements and planned activities of the project for greater learning about what works and what does not; and ways to address challenges encountered in meeting end-of project targets and achievable outputs and outcomes. The evaluation and its report will also achieve the purpose of being a learning document for UNDP, its partners and the donor.

The **objectives** of the evaluation are:

- to assess the contribution made by the Project in terms of the activities planned and results achieved against the results framework that was agreed upon in the project document;
- to identify the enabling factors and challenges (if any) of the project (as learning);

- to reach conclusions concerning the project's contribution within the scope of this evaluation;
- to provide specific and actionable recommendations. These recommendations should be linked to the project's results and any future follow-ups, and draw upon lessons learned that have been identified.

The **scope** covered by the evaluation includes examining how far the Project's **programme objective** been achieved. It will also explore the pathways and linkages of these achievements to the overarching **development objective**.

4. EVALUATION QUESTIONS AND METHODOLOGY

Overall approach: This is an external programmatic evaluation in that it assesses performance against a given results framework that specifies its strategic intent and objectives, by an external agency/organisation/party.

Given that outcomes are, by definition, the work of a number of entities, attribution of development change to the project (in the sense of establishing a causal linkage between a development intervention and an observed result) is difficult, and in many cases not practically feasible. The evaluation will therefore consider contribution of the project to the stated results framework and identify the successes, challenges and ways forward. To make the assessment, the evaluators will examine the project document and results framework; identify the achievements with respect to the proposed deliverables over the period being evaluated on the basis of the baseline information presented in the results framework; and identify the strategies and actions undertaken, to understand the project's contributions to the change.

Evaluation criteria: The contribution of the Project to the planned results and outcomes will be assessed according to a standard set of evaluation criteria as below:

- **Relevance.** The extent to which the objectives of Project are consistent with global, regional and country needs and requests.
- **Effectiveness.** The extent to which the Project contributed to, or is likely to contribute to, the outcomes defined in the Project Document and the Project Results Framework.
- **Sustainability.** The extent to which the results achieved as per the results framework towards sustained changes.

Enabling / explanatory factors: To allow for lessons to be learned, the evaluators, using the above criteria, will identify the various enabling and explanatory factors for the performance achieved.

Other factors. A number of specific factors that have affected the performance of the Project will also be examined. For example:

- How well did the Project use its partnerships to improve its performance?
- Did the Project implementation process undertake appropriate risk analysis and take appropriate actions to ensure that results to which it contributed are not lost? To what extent are the benefits being, or are likely to be, maintained over time?

Data collection methods: This evaluation will draw on a variety of data collection methods including, but not limited to:

- Document review focusing on the project planning documents and progress reports, and relevant meeting and activity reports.
- Semi-structured interviews and wherever feasible and necessary, focused-group discussions with key stakeholders.
- Other methods as appropriate

Data collection methods must be linked to the evaluation criteria and evaluation questions that are included within the scope of the evaluation. The use of an evaluation matrix is helpful in linking these elements together. In addition, the precise data collection methods should be identified following:

- Understanding of the availability of existing evaluative evidence;

- Logistical constraints such as time limitations; and
- Ethical considerations. The overall ethical principle that the evaluation must adhere to is the principle of “do no harm”.

For this evaluation, data collection methods and process should be predominantly based on review of documents and on qualitative methodology.

Evaluation Standards

The evaluation should also be conducted as per the following four broad sets of *quality standards*, namely *propriety standards*, *feasibility standards*, *accuracy standards* and *utility standards*.²³

- The *propriety standards* are ethical standards meant to ensure that evaluations are conducted with due regard for the rights and welfare of affected people. The most basic of the propriety standards is that evaluations should never violate or endanger human rights. Evaluators should respect human dignity and worth in their interaction with all persons encountered during the evaluation, and do all in their power to ensure that they are not wronged.
- The *feasibility standards* are intended to ensure that evaluations are realistic and efficient. To satisfy these requirements, an evaluation must be based on practical procedures, not unduly disrupting normal activities, and be planned and conducted in such a way that the co-operation of key stakeholders can be obtained. They should also be efficient.
- The *accuracy standards* are meant to ensure that the information produced by evaluations is factually correct, free of bias, and appropriate to the evaluation issues at hand.
- The *utility standards*, finally, are meant to ensure that evaluations serve the information needs of their intended users: to be useful, evaluations must be responsive to the interests, perspectives and values of stakeholders.

Validation: This Project evaluation will use a variety of validation methods to ensure that the information used and conclusions made carry the necessary depth.

5. MANAGEMENT AND CONDUCT OF THE EVALUATION

The Evaluation Management Structure: The Evaluation Team will work under the supervision of a multi-tiered evaluation management structure.

- Direct management oversight of the evaluation process, but not its content, will be provided by the **Evaluation Task Manager**, who is responsible for the day-to-day implementation of the evaluation and manages the evaluation budget.
- The Task Manager will report to **Project Management Committee (PMC)** – The BES-Net Team - which is composed of UNDP and the donor. The key roles of the PMC are to ensure that 1) the evaluation process meets relevant Norms, Standards and Ethical Guidelines and that 2) the evaluation findings are relevant and recommendations are implementable and that 3) the evaluation findings are disseminated and available for use and learning from the evaluation.

Evaluation Team Composition

This evaluation team, for this exercise, will consist of one consultant with the following responsibilities:

- The **evaluation consultant** will lead the entire evaluation process, working closely with all relevant stakeholders. He/she will manage the evaluation process in a timely manner and

²³ Molund S & Schill G. Looking Back Moving Forward: Sida Evaluation Manual. Sida (2004)

communicate with UNDP on a regular basis and highlight progress made/challenges encountered. The consultant will be responsible for producing the inception report and the draft and final evaluation reports.

Evaluation Process and Tentative timeframe

This evaluation process will be conducted over **15** calendar days each per evaluation, the first evaluation to be completed before 30 October 2016, and should be based on phases as defined below:

1. Briefing by the BES-Net Team with SwedBio's input and participation.
 2. Inception Report preparation: The evaluation team will prepare an **inception report** that will operationalize the design elements, and develop a workplan based on this ToR prior to undertaking the evaluation.
 3. Data collection – that will include desk review, key informant interviews, focussed group discussion, etc.
 4. Zero-draft evaluation report.
 5. Validation of zero draft by the Project Management Committee and relevant stakeholders.
 6. Submission of the draft one of the evaluation report to PMC for their final comments and feedback.
 7. Delivering final report (as per annexed format), based on the feedback received.
- **Follow-up and use.** Once the evaluation report is completed and validated, and a final report prepared, UNDP will disseminate it using its channels to both internal and external stakeholders. The Project Management Committee of this Project will endorse a management response to the evaluation recommendations.

PART C: EVALUATION CALENDAR for each evaluation with INDICATIVE Number of DAYS

Conducting each Evaluation	INDICATIVE Number of Days worked by the Evaluator	Person/Team Responsible
1. <u>Briefing the Evaluator</u>	1	UNDP, Evaluator, and participation from SwedBio
2. <u>Development of evaluation work plan and Inception Report</u>	2	Evaluator
3. <u>Data Collection</u> : the Evaluator collects data deploying various data collection methods agreed upon in the Inception Report. Relevant stakeholders from UNDP will facilitate access to information and provide necessary logistic / organisational support.	8	Evaluation Team (support from relevant UNDP)
4. <u>Zero-Draft evaluation report</u> : the Evaluator shares the zero-draft of the evaluation report –	1	Evaluator, UNDP
5. <u>Validation of zero draft</u> by the Project Management Committee and relevant stakeholders.		UNDP, Evaluator
6. <u>Preliminary report</u> : incorporation of the feedback from the PMC and relevant stakeholders by the Evaluator to develop and present the next draft of the Evaluation Report to the PMC.	2	Evaluator

7. Evaluator produces a <u>final report</u> based on the final feedback from PMC and stakeholders, in time for incorporation of the findings into the Project Annual Report.	1	Evaluator
TOTAL	15	

PART D: EVALUATION TEAM QUALIFICATION

A) Applications are solicited from highly-experienced regional organizations that have Africa-wide experience in the area of HIV, human rights, key populations, LGBTI groups, the law, health and development.

B) As the Project Evaluation is considered an independent evaluation, a consultant/organisation will be recruited as the external evaluation team.

C) The evaluation team should be able to demonstrate:

- a. Strong experience and knowledge in the area of evaluation for development and or capacity building projects;
- b. Extensive knowledge of, and experience in applying qualitative evaluation methods, and demonstrable experience in conducting evaluations of projects that focus on biodiversity and ecosystem services, resilience, and/or sustainable development and poverty reduction;
- c. A strong record of working with similar organisations as UNDP, SwedBio and Sida;
- d. Qualitative data collection and analysis skills;
- e. Process management skills such as facilitation skills and ability to negotiate with a wide range of stakeholders;
- f. Technical competence in undertaking project evaluations which predominantly involve the use of qualitative research/social science methods;
- g. Prior experience in working with multilateral agencies;
- h. Knowledge of UNDP's role, and UN programming at the country level, Global and regional levels;
- i. Additional qualifications desired: these include demonstrable language skills (in English and French); experience in working globally; and experience in working with regional and/or continental entities and international donors.

D) The Evaluation team should comply with the following UN Core Values to name a few:

- Professionalism
- Planning and Organizing ability
- Accountability: takes ownership of responsibilities and honours commitments.
- Communications: speaks and writes clearly and effectively; listens to others, correctly interprets messages from others and responds appropriately; asks questions to clarify, and exhibits interest in having two-way communication; tailors language, tone, style and format to match audience. Keeps confidential information undisclosed...
- Innovator: learn, share and acquire new competencies and seek new challenges by exploring new approaches
- Performer: works against an agreed outcome and priorities and seeks performance feedback from supervisors and support staff in the performance review in a constructive and objective manner.

PART E: CRITERIA FOR SELECTING THE BEST OFFER

Upon the advertisement of the Procurement Notice, **qualified organisations** are expected to submit both the Technical and Financial Proposals. Accordingly, the proposers (organisations) will be evaluated based on Cumulative Analysis as per the following scenario:

- Responsive/compliant/acceptable, and

- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. In this regard, the respective weight of the proposals are:
 - a. Technical Criteria weight is **70%**
 - b. Financial Criteria weight is **30%**

Criteria	Weight	Max. Point
Technical Competence (based on CV, Proposal and interview (if required))	70%	100
▪ Criteria a. Strong experience and knowledge in the area of development and or capacity building projects		40
▪ Criteria b. Extensive knowledge of, and experience in applying qualitative evaluation methods, and demonstrable experience in conducting evaluations of projects that focus on issues of biodiversity and ecosystem services, resilience, and/or sustainable development and poverty reduction		30
▪ Criteria c. A strong and demonstrable record of working with similar organisations as UNDP, SwedBio and Sida;		15
▪ Criteria d. technical competence in undertaking project evaluations which predominantly involve the use of qualitative research/social science methods; prior experience in working with multilateral agencies and knowledge of UNDP's role, and UN programming at the country level and regional levels.		10
▪ Criteria e. Additional qualifications required desired include demonstrable language skills (in English and French); and experience at the global level		5
Financial (Lower Offer/Offer*100)	30%	30
Total Score	Technical Score * 70% + Financial Score * 30%	

PART F: PAYMENT MILESTONES AND AUTHORITY

The qualified consultancy organisation shall receive their lump sum service fees upon certification of the completed tasks satisfactorily, as per the following payment schedule:

Instalment of Payment/ Period	Deliverables or Documents to be Delivered	Approval should be obtained	Percentage of Payment
1 st Instalment	Inception Report and Work Plan		20%
2 nd Instalment	Delivery of the Final Evaluation Report		80%

PART G: ADDITIONAL GUIDANCE AND RESOURCES

a) LIST OF DOCUMENTS, WEBSITES and RESOURCES

The following sources are recommended for use by the offerors in developing and implementing the evaluation:

- Evaluation norms, guidelines and standards
 - ✓ http://www.sida.se/PageFiles/79951/SIDA3753en_Looking_back.pdf (Sida, 2004 *Looking Back Moving Forward, Sida Evaluation Manual*)
 - ✓ [Quality Checklist for Evaluation Reports](#)
 - ✓ [Standards for Evaluation in the UN System](#)
 - ✓ [Norms for Evaluation in the UN System](#)
 - ✓ [Good Practice Guidelines for Follow up to Evaluations](#)

- ✓ [Sida's Gender Equality guidelines](#)
- ✓ [Sida's Gender Tool Analysis](#)

b) OVERALL STRUCTURE OF THE FINAL REPORT

The following template serves as a standard outline for the final evaluation report. This should be considered during the inception phase and taking account of the specific scope and focus of the evaluation, *a detailed outline of the evaluation report should be included in the inception report.*

EXECUTIVE SUMMARY

Summary of the evaluation, with particular emphasis on main findings, conclusions, lessons learned and recommendations: The executive summary provides a synopsis of the evaluation and its purpose, emphasising main findings, evaluative conclusions, recommendations and lessons learned. Descriptions of methodology should be kept to a minimum. The summary should be self-contained and self-explanatory. Special care should be taken to prepare the executive summary, as it may be the only part of the report that some people have time to read.

INTRODUCTION

Presentation of the evaluation's purpose, questions and main findings: The introduction presents the background and overall purpose of the evaluation, including how and by whom it is intended to be used, as well as the evaluation criteria employed and the key questions addressed. It also outlines the structure of the report and provides guidance to readers.

THE EVALUATED INTERVENTION

Description of the evaluated intervention, and its purpose, logic, organisation and stakeholders: This chapter describes the main characteristics of the evaluated intervention and its organisation and stakeholders. It should cover the key issue(s) addressed by the intervention, the objectives of the intervention, the expected results and its logic of cause and effect. A description of activities carried out and key outputs delivered should be included. The chapter should also cover the policy and development context of the evaluated intervention, including the assumptions about external factors that were part of intervention planning. When preparing the chapter, the evaluators should summarize the findings and conclusions of any earlier evaluations of the same intervention.

FINDINGS

Factual evidence and observations that are relevant to the specific questions asked by the evaluation: Findings are information/data and inferences from such data that the evaluators present as evidence relevant to the evaluation questions. They are the facts of the matter, in other words. In the findings chapter, this body of evidence is systematically presented so that readers can form their own opinion about the strengths and weakness of the conclusions of the evaluation. The quality of the findings – their accuracy and relevance – should be assessed with reference to standard criteria of reliability and validity and with reference to the project document and its results framework.

EVALUATIVE CONCLUSIONS

Assessment of the intervention and its results against given evaluation criteria, standards of performance and policy issues: these evaluative conclusions are the evaluators' concluding assessments of the intervention against given evaluation criteria, performance standards and policy issues. They provide answers as to whether the intervention is considered good or bad, and whether the results are found positive or negative. In many cases, it makes sense to combine the presentation of findings and evaluative conclusions in one chapter.

LESSONS LEARNED

General conclusions that are likely to have a potential for wider application and use: Lessons learned are findings and conclusions that can be generalised beyond the evaluated intervention. In formulating lessons, the evaluators are expected to examine the intervention in a wider perspective and put it in relation to current ideas about good and bad practice.

RECOMMENDATIONS

Actionable proposals to the evaluation's users for improved intervention cycle management and policy: Recommendations indicate what actions the evaluators believe should be taken on the basis of the evaluation.

Recommendations should always identify their respective addressees and be tailored to the specific needs and interests of each addressee. They should be simply stated and geared to facilitate implementation.

APPENDIXES

Terms of reference, methodology for data gathering and analysis, references, etc.: The report should include an Appendix describing how the evaluation was carried out. The Appendix should cover standard methodology topics, including research design, sampling and data collection methods and analytical procedures. It should discuss the limitations of the selected methods as well as their strengths.

PART H RECOMMENDED PRESENTATION OF PROPOSAL

For purposes of generating proposals whose contents are uniformly presented and to facilitate their comparative review, you are hereby given a template of the Table of Content. Accordingly; your Technical Proposal document must have at least the following preferred content and shall follow its respective format/sequencing as follows.

Proposed Table of Contents	Page
TECHNICAL PROPOSAL COVER PAGES	
Cover Page (use the template hereto)	
Cover Letter (use the template hereto)	
Statement of Declaration (use the template hereto)	
SECTION I. TECHNICAL PROPOSAL SUBMISSION FORM	
1.1 Letter of Motivation	
1.2 Proposed Methodology	
1.3 Past Experience in Similar Consultancy and/or Projects	
1.4 Implementation Timelines	
1.5 List of Personal Referees	
1.6 Bank Reference	

SECTION II. ANNEXES

Annex a. Duly Signed Offeror's Letter to UNDP Confirming Interest and Availability (use the template hereto)

Annex b. Duly Signed Personal CV's

Documentation Checklist (please refer to the checklist attached hereto)

PART I: CONFIDENTIALITY AND PROPRIETARY INTERESTS

- The Consultant shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP.

PART J: APPROVAL OF TOR

APPENDIX II: Questionnaires for Stakeholders

Questionnaire Jamison Ervin, UNDP:

- 1) Which would you consider to be the main impacts of the project?
- 2) What are the most significant lessons learned that you can identify?
- 3) What has been done to ensure the sustainability of the project?
- 4) Any other comments or things that you would like to highlight about this project.

Questionnaire Sara Elfstrand and Maria Schultz, SwedBio:

- 1) Which would you consider to be the main impacts of the project?
- 2) What are the most significant lessons learned that you can identify?
- 3) What has been done to ensure the sustainability of the project?
- 4) Any other comments or things that you would like to highlight about this project.

Questionnaire Eileen de Ravin, UNDP:

- 1) What is the UNDP PIMS project number?
- 2) In the Financial Report for 2014 (attached), could you please help me identify which sections relate to the BES-Net and Resilience Project?
- 3) Also, I understand the Government of Sweden made three disbursements in SEK: 600,000 in 2014; 400,000 in 2015; and 300,000 in 2016. Can you please confirm that this is correct and provide the exchange rate applied to convert these amounts to USD, or the USD equivalents?
- 4) Which would you consider to be the main impacts of the project?
- 6) What are the most significant lessons learned that you can identify?
- 7) Any other comments or things that you would like to highlight about this project.

Questionnaire Solène Ledoze, UNDP:

- 1) How many people have registered in the BES-Net and in what capacity (scientist, policy maker, practitioner)? If you could provide a breakdown in numbers for each category that would be great.
- 2) How many documents are there on the website?
- 3) Are there any statistics on website traffic, forum participation, etc.?

- 4) How many people have registered as members of the IPBES Stakeholder Network?
- 5) What website features still need to be developed?
- 6) Is there a plan to strengthen the presence in social media?
- 7) Which would you consider to be the main impacts of the project?
- 8) What are the most significant lessons learned that you can identify?
- 9) What has been done to ensure the sustainability of the project?
- 10) Any other comments or things that you would like to highlight about this project.

Questionnaire Million Belay, MELCA-Ethiopia:

- 1) What was (were) the main impact(s) of the resilience project in Ethiopia? (For example, in the final report on resilience it is mentioned that: “the result of the assessment was also used to develop a proposal for funding for a project on agroecology to be done at the Telecho community”. Was this project funded? If so, can you provide some details about the project? i.e. What were its objectives? Who funded it? and How has its implementation benefitted the community?)
- 2) What are the main similarities/differences between the approach to resilience assessment applied in Telecho and the RAPTA developed by the GEF?
- 3) Did the project benefit from already having a methodology like the RAPTA approach to work with? Why and how? (For example, in the final report on resilience it is mentioned that: due to “the emergence of the STAP GEF commissioned development of a resilience assessment methodology to be used by GEF, the RAPTA approach, there was no longer a need to come up with a methodology but rather to bridge between that process and other ongoing initiatives on methods development for resilience assessments”).
- 4) Has the Telecho experience been replicated in other communities? Can it be replicated? (I understand from the final report that there was a previous assessment conducted in Gambela in 2014).
- 5) What are the main lessons learned from this experience in Ethiopia?
- 6) Any other comments or things that you would like to highlight about this project.

Questionnaire Abebayehu Kassaye, MELCA-Ethiopia:

- 1) What was the level of involvement of the Telecho community in the resilience assessment?
- 2) How has the implementation of this assessment benefitted the Telecho community?

3) Has the Telecho experience been replicated in other communities? Can it be replicated? (For example, I understand that there was a further application of the assessment in another area, the Bale Mountains. Can you provide details about that experience?).

4) What are the main lessons learned from these assessments in Ethiopia?

5) Do you have any other comments that you would like to highlight about this project?

Questionnaire Thomas Koetz, IPBES Secretariat:

1) So far, what is the greatest contribution of the Biodiversity and Ecosystem Services Network (BES-Net) as a capacity sharing “network of networks” that promotes dialogue among science, policy and practice?

2) How would you describe the relevance of the partnership between IPBES and UNDP to strengthen outreach towards practitioners both online and through face-to-face capacity building activities?

3) What are your expectations of BES-Net moving forward towards the official launch of the portal during the CBD CoP 13 in Mexico and the future implementation of the dialogues?

4) Do you have any other comments you would like to express regarding the BES-Net project?

Questionnaire André Luiz Gonçalves, Instituto Federal Catarinense:

1) What is your opinion on the opportunity of holding a three-party dialogue including policy makers, scientists and practitioners? Do you believe these dialogues should be promoted in the future?

2) Did you obtain any new insights as a result of this dialogue? If so, could you please share some of them? For example, did you learn about an experience that surprised you or made you change your view or conception about the resilience concept?

3) Did you gain new knowledge or perspectives that you can apply to your own activities in Brazil? If so, can you give some examples?

4) If you participated in the field visit to Telecho, do you think their approach to resilience and certain activities, such as the Community Seed Bank, can be replicated in other places in Latin America and in Brazil, in particular?

5) Do you have any other comments you would like to express regarding your participation in the Addis Resilience Dialogue or its relevance?

Questionnaire Kudzai Kusena, University of Cape Town:

1) What is your opinion on the opportunity of holding a three-party dialogue including policy makers, scientists and practitioners? Do you believe these dialogues should be promoted in the future?

2) Did you obtain any new insights as a result of this dialogue? If so, could you please share some of them? For example, did you learn about an experience that surprised you or made you change your view or conception about the resilience concept?

3) Did you gain new knowledge or perspectives that you can apply to your own activities in Brazil? If so, can you give some examples?

4) If you participated in the field visit to Telecho, do you think their approach to resilience and certain activities, such as the Community Seed Bank, can be replicated in other places in Latin America and in Brazil, in particular?

5) Do you have any other comments you would like to express regarding your participation in the Addis Resilience Dialogue or its relevance?

APPENDIX III: List of Documents Consulted

Evaluation Guidelines:

1. Looking Back, Moving Forward Sida Evaluation Manual. 2nd revised edition
2. Sida Gender Analysis – Principles & Elements
3. UNEG Quality Checklist for Evaluation Reports
4. Good Practice Guidelines for Follow up to Evaluations
5. Norms for Evaluation in the UN System
6. Standards for Evaluation in the UN System
7. Project-Level Evaluation Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects

Project-Donor Agreements:

8. Third-Party Cost-Sharing Agreement Between Sweden, Represented by SwedBio/SRC (The Donor) and The United Nations Development Programme (UNDP) 2012-2014
9. Amendment to the Contract between United Nations Development Programme (UNDP) and the Resilience Development Programme (SwedBio) at Stockholm Resilience Center (Donor). Proposal for 2015
10. Amendment to the Contract between United Nations Development Programme (UNDP) and the Resilience Development Programme (SwedBio) at Stockholm Resilience Center (Donor). Proposal for 2016

Technical Documents of the Project:

11. United Nations Development Programme. Bureau for Development Policy-Environment and Energy Group. “Biodiversity Global Programme 2008-2010. Mainstreaming Biodiversity into Economic Sector Governance Systems and Product Supply Chains”. [online] <https://info.undp.org/docs/pdc/Documents/H21/Prodoc%20Part1.pdf>
12. Project Proposal: Support to Capacity Building for IPBES through the Development of BES-Net and Support to Work of Resilience Thinking in Sustainable Development
13. Annex 1: Biodiversity and Ecosystem Services Network strategy in support of the capacity-building activities of the Platform
14. Annex 2: BES-Net Trialogue Desk Study Report
15. Annex 3: Desk Study Analysis
16. Annex 4: BES_NET Dialogues Checklist
17. Annex 5: Curriculum Vitae for resilience consultant
18. Annex 6: Draft social-ecological resilience assessment
19. Annex 7: Draft agendas for national and international dialogue on resilience
20. Annotated Bibliography August 2014
21. 2014 Year-End UNDP Report to SwedBio: BES-Net and Reliance-Related Activities
22. Final Report to SwedBio (January – December, 2015)

BES-Net Documents Shared in the IPBES Arena:

23. Biodiversity and Ecosystem Services-Net web portal: draft strategy for development and implementation. Antalya, Turkey, 9–14 December 2013
24. Biodiversity and Ecosystem Services Network strategy in support of the capacity-building activities of the Platform. Bonn, Germany, 12–17 January 2015

25. Progress report on the United Nations collaborative partnership arrangement for the work of the Platform. Kuala Lumpur, 22–28 February 2016
26. Update on the implementation of the Biodiversity and Ecosystem Services Network and links with the work programme of the Platform. Kuala Lumpur, 22–28 February 2016

Minutes of the BES-Net Advisory Committee:

27. Biodiversity and Ecosystem Services Network (BES-Net). Advisory Committee Terms of Reference & Membership
28. BES-Net Advisory Committee meeting. Wednesday 14 January 2015. Draft Agenda
29. Action Points. BES-Net Advisory Committee Meeting. Wednesday 26 August 2015
30. Clarifying the Roles and Responsibilities and positioning of UNDP and IPBES in the BES-Net initiative. 20 February 2016, KLCC, Kuala Lumpur, Malaysia. Record of the meeting
31. Action Points. BES-Net Advisory Committee (AC). Saturday 27 February 2016, in the margins of IPBES-4

Financial Reports:

32. UNDP Certified Financial Reports to the Government of Sweden for the year ended December 31 2014
33. Knowledge Management. UNDP Financial Report for the Period from 1 January 2015 to 31 December 2015
34. Reports for 2015 (email exchange)
35. SIDA 2015_Final Expenditure (Excel)
36. SWE_2015_CFR
37. BES-Net funding profile for 2016-2020

Additional Documents:

38. The Resilience, Adaptation and Transformation Assessment Framework: from theory to application. Discussion paper for the Scientific and Technical Advisory Panel of the Global Environment Facility. Commonwealth Scientific and Industrial Research Organisation (CSIRO)
39. Report of the Community Conservation Resilience Initiative. Country report on Ethiopia. Global Forest Coalition. November 2015

APPENDIX IV: List of Events Attended by the BES-Net Team for Dissemination Purposes

The BES-Net team attended the following IPBES meetings:

1. Presentations of BES-Net and/or side events during the following official IPBES plenary meetings of Panama (April 2012), Bonn (IPBES-1) (Jan 2013-side event and demo of the prototype BES-Net website) and Antalya (IPBES-2) (December 2013).
2. April 2014: UNDP attends the IPBES MEP meeting as an observer.
3. Second Meeting of the IPBES Capacity Building Task Force in Sao Paulo, Brazil in September 2014 (where IPBES asks BES-Net do to the catalogues and the matchmaking facility: the BES-Net strategy is adapted to meet these requests in time for the next plenary meeting).
4. January 2015: IPBES attends IPBES-3: side events were not allowed so we could not organise a consultation/update for our stakeholders.
5. Third IPBES Capacity Building Task Force meeting (April 2015, Bonn, Germany): BES-Net presents a full proposal in partnership with the TSU for the online matchmaking facility and presents also wireframes (The structure of the website).
6. BES-Net attended the meeting of the expert group in charge of the IPBES catalogue, held in Budapest, Hungary, on 8-11 June 2015 to provide technical advice on the web development aspects of the Catalogue.
7. Dehradun, India: BES-Net attended and demonstrated the prototype matchmaking facility at the first IPBES Capacity Building Forum (19-22 October 2015) (also many other stakeholders present).
8. October 2015: UNDP attends the IPBES MEP meeting as an observer.
9. Meeting with the IPBES secretariat, some Members of the IPBES MEP and Bureau in the margins of IPBES-4 (Feb 2016), to discuss the interface between IPBES and BES-Net-presentation of BES-Net at the Stakeholder Days and BES-Net advisory committee meeting.
10. 4th IPBES Capacity Building Task Force meeting Budapest, Hungary, 19-22 April 2016.
11. 5 May 2016, Bonn, Germany: bilateral meeting IPBES Secretariat and BES-Net.
12. 2d IPBES Capacity Building Forum, 23 September 2016, NY, USA.

Other events attended by BES-Net:

1. Hyderabad (CBD COP-11).
2. Jeju (IUCN World Conservation Congress).
3. Pyeongchang (CBD COP-12) (2014): A side event was also organized at the CBD COP-12 with participation from the IPBES Secretariat, the Secretariat of the Convention on Biological Diversity and UNESCO. BES-Net participated in the IPBES side event
4. BES-Net participated in and presented on BES-Net at the: Science-Policy Data Visualization Workshop Hosted by the Tansley EcoViz Working Group, 18-20 March 2015, Sunningdale, England.
5. Participation to the Africa Rising Conference, hosted by SANBI, GBIF.
6. UNEP-WCMC, USAID, the European Commission, and JRS Biodiversity Foundation, held in Cape Town, South Africa from 19-22 May 2015.
7. A contribution to the SGA Network capacity building workshop held from 24 to 28th August 2015 in Addis Ababa, Ethiopia.
8. A side event on BES-Net, organized during the UNCCD COP 12, held in Ankara, Turkey, on 12 October 2015, with participation from the UNCCD Secretariat and an IPBES expert

- involved in the IPBES thematic assessment on land degradation and restoration, and UNDP participation to a UNCCD side event on the UNCCD Knowledge Products.
9. Side event organized during the CBD SBSTTA 19, in coordination with the CBD Secretariat team working on the Bio-Bridge Initiative on 2 November 2015, in Montreal, Canada.
 10. BES-Net participates and presents in an International Expert Workshop on the CBD Bio-Bridge, held in Seoul, Republic of Korea, on 17 and 18 December, 2015.
 11. 15-19 Feb 2016, Bangkok: presentation of BES-Net at the ASEAN conference on Biodiversity 2016.
 12. Feb10-11, 2016- Washington DC: presentation and participation from BES-Net: Boundary Practitioners' Meeting.
 13. 20 June 2016: presentation and discussion to the RCE Network of UNU in Cha-am, Thailand.
 14. Participation from BES-Net to two side events during the IUCN World Conservation Congress (WCC) with IUCN and with the CBD Secretariat (1-10 September 2016, Hawaii).
 15. Atelier de dialogue pour l'établissement de structures nationales pour l'IPBES dans les pays d'Afrique francophone, Rabat, Maroc, 27-29 September 2016.

APPENDIX V: Participants in the Resilience Assessment in Telecho, Ethiopia

N°	Name	From
1	Girma Dere	Administration (VICE) Welmera Wereda
2	Tesema Kuma	Administrator Welmera Wereda
3	Shanko Firissa	MELCA staff, Gindeberet branch
4	Andinet Asfaw	MELCA staff – Gambella
5	Shimeles getahun	MELCA staff – Gambella
6	Beshir Endrie Abussie	MELCA staff Wereillu
7	Abebayehu Kassaye	MELCA staff, Bale Branch
8	Tibebe Abebe Guangl	Teacher - Wereillu
9	Alemayehu Terefe	Teachers - Dinsho secondary school
10	Eshsetu Tadess	Teachers - Ali Birra Primary school
11	Chalassa Guta	Teachers - Awash Melka primary school
12	Gena musa	Teachers - Fincha Ababo Primary school
13	Abiyot Kifilom	Teachers - Gindeberet
14	Kissi Kebede	Teachers - Gindeberet
15	Fanaye Kibret	Teachers - GojeRa Primary school
16	Gelassa Guta	Teachers - Holeta Primary School
17	Desalgn Abebe	Teachers - Menagesha secondary school
18	Demissie Jemaneh	Teachers - Robe Secondary School
19	Kululee Galata Charu	Teachers - Talachoo primary school
20	Tesfaye ayyona	Telecho community member
21	Badnodha Dobalee	Telecho community member
22	Talilee Dabalii	Telecho community member
23	Warqinesh Dasta	Telecho community member
24	Legesse Barga	Telecho community member
25	Dereje Danyee	Telecho community member
26	Mulugeta Xaafaa	Telecho community member
27	Danquee Bistrate	Telecho community member
28	Endalkachew Getachew	Welemra wereda government

Source: *“Resilience assessment in the Telecho Kebele. October 6 – 10, 2015”* in FINAL REPORT TO SWED-BIO (January – December, 2015)

APPENDIX VI: Participants in the Addis Resilience Dialogue

N°	Name	Organization	Email
1	Aba Hawi	Community leader	Unknown
2	Abdulhady Mohammed	Embassy of Sweden, Addis Ababa	Abdulhady.mohammed@gov.se
3	Adane Kebede Gebeyehu	Climate Change Programme Coordinator; Horn of Africa Regional Environment Centre and Network AAU	adanek@hoarec.org
4	Adhinarayanan Ramasamy	Dhan Foundation	aadhi@dhan.org
5	Alice Ruhweza	UNDP Ethiopia	Alice.ruhweza@undp.org
6	André Luiz Gonçalves	Instituto Federal Catarinense – IFC	andrelzg@gmail.com
7	Ashenafi Gedamu	GIZ	Ashenafi.gedamu@giz.de
8	Asrasa Tenkolu	Community Member	Unknown
9	Assan Ng'ombe	UNDP Global Policy Centre	assan.ngombe@undp.org
10	Bekelu Bekele	Community Member	Unknown
11	Bernard Yangmaadome Guri	Center for Indigenous Knowledge and Organizational Development (CIKOD)	guribern@gmail.com
12	Chala Megersa	Community Member	Unknown
13	Chipangura Chirara	Ministry of Environment Water and Climate	chip.chirara@zol.co.zw
14	Dereje Dagne	Community Member	Unknown
15	Dillip Kumar Bhanja	UNDP, Ethiopia	Dillip.kumar@undp.org
16	Elin Isabella Enfors Kautsky	Stockholm Resilience Centre	Elin.enfors@su.se
17	Feyera Senbeta	Addis Ababa University	feyeras@yahoo.com
18	Fikadu Getachew	GIZ Ethiopia	fikadu.getachew@giz.de
19	Heena Ahmed	UNDP	heena.ahmed@undp.org
20	Henrietta Kalinda	Kasisi Agricultural Training Centre (KATC) PhD Candidate	katc@iconnect.zm
21	Herve Barois	UNDP BIOFIN	hbarois@yahoo.com
22	Jamila Haider	SwedBio/Stockholm Resilience Centre	Jamila.haider@su.se

23	Jamison Ervin	UNDP	jamison.ervin@undp.org
24	Kanya Duchita	Wanakaset (Agroforestry) Network, Thailand	kanyaya.du@gmail.com
25	Kechenu Legesse	Community Member	
26	Kevin M. Kamuya	Utooni Development Organization	kmuneene@gmail.com
27	Kudzai Kusena	University of Cape Town	kudzai kusena@yahoo.com
28	Linn Karin Järnberg	Stockholm Resilience Centre	Linn.jarnberg@gmail.com
29	Lisa Deutsch	Stockholm Resilience Centre	Lisa.deutsch@su.se
30	Maria Schultz	SwedBio at Stockholm Resilience Centre	Maria.schultz@su.se
31	Martin Cadena Salgado	Mexican National Commission of Natural Protected Areas - United Nations Development Programme	martin.cadena@conanp.gob.mx
32	Mathana Aphaimool	Earth Net Foundation	mataorganic@hotmail.com
33	Million Belay	MELCA – Ethiopia	Millionbelay@gmail.com
34	Misikire Tessema	Ethiopian Biodiversity Institute	mtessem@ibc.gov.et
35	Mulugeta Tafa	Community Member	
36	Phuntsho Wangyel	Policy Unit, Research and Evaluation Division, Gross National Happiness Commission	pwangyel@gnhc.gov.bt
37	Roland Alcindor	UNDP	roland.alcindor@undp.org
38	Sami Elhag	Zenab Organization for Women in Development	samipmu14@gmail.com
39	Sam VanderEnde	Canadian Foodgrains Bank	sam.vanderende@gmail.com
40	Sara Elfstrand	SwedBio at Stockholm Resilience Centre	sara.elfstrand@su.se
41	Seydou Windmete	Association Zoramb Naagtaaba	seydkab@gmail.com
42	Shewaye Tnki	Community Member	
43	Shimelis Tegegne	MELCA/community member	
44	Stephanie Ullrich	UNDP	stephanie.ullrich@undp.org
45	Sonam Yangdol	UNDP Bhutan	sonam.rabgye@undp.org
46	Telela Debela	Community Member	
47	Tesfaye Beyene	Community Member	

48	Tewelde Gebre	Head of Environment Science, Institute of Environment, Gender and Development Studies	tewe_ide@yahoo.com
49	Tristan Tyrrell	UNDP Consultant	tristan.tyrrell@undp.org
50	Yiheyis Taddele Maru	Commonwealth Scientific and Industrial Research Organisation (CSIRO)	yiheyis.maru@csiro.au
51	Zelege Tesfaye	Global Environment Facility Small Grants Program, UNDP, Ethiopia	zelege.tesfaye@undp.org

Source: ***“Multi-Actor Dialogue on Resilience Thinking, Assessments and Mainstreaming”*** in FINAL REPORT TO SWED-BIO (January – December, 2015)

APPENDIX VII: Evaluator's Biodata

Hernán Torres is a Senior Professional with broad expertise in project evaluations. As part of his consultancies, he has carried out terminal evaluations for mid-size, full-size, national, regional and global projects executed or implemented by the UNDP, UNEP, UNOPS, World Bank or GEF.

He holds a Master of Environmental Studies from Yale University and has over 20 years of experience as an international consultant in protected area planning and management, sustainable development, ecosystem services and biodiversity.

Throughout his career, he has had several opportunities to work with multilateral agencies, stakeholders from different backgrounds, and has served as link between local communities and organizations and governmental authorities.

In addition, he has actively participated in IUCN initiatives and has worked closely with NGOs in different countries. He is fluent in both English and Spanish.