

**TERMINAL EVALUATION OF THE COMMUNITY DEVELOPMENT AND  
KNOWLEDGE MANAGEMENT FOR THE SATOYAMA INITIATIVE  
(COMDEKS) PROGRAMME**

**FINAL REPORT**

*Prepared by Alejandro C. Imbach*

**November 2017**

# INDEX OF CONTENTS

i.	OPENING PAGE	4
ii.	EXECUTIVE SUMMARY	5
	• Project Summary Table	5
	• Project Description	5
	• Evaluation Rating Table	6
	• Summary of conclusions, recommendations and lessons	7
iii.	ACRONYMS AND ABBREVIATIONS	11
1.	INTRODUCTION	12
	1.1 Purpose of the evaluation	12
	1.2 Scope & Methodology	12
	1.3 Structure of the evaluation report	13
2.	PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT	14
	2.1 Project start and duration	14
	2.2 Problems that the project sought to address	14
	2.3 Project Objective and Immediate Objectives	17
	COMDEKS Project Strategy	17
	COMDEKS Methodology	17
	2.4 Baseline Indicators established	20
	2.5 Main stakeholders	22
	2.6 Expected Results	23
3.	FINDINGS	25
3.1	Project Design / Formulation	25
	3.1.1 Understanding COMDEKS as a Project	25
	3.1.2 Analysis of Results Framework	26
	3.1.3 Assumptions and Risks	27
	3.1.4 Lessons from other relevant projects incorporated into project design	28
	3.1.5 Planned stakeholder participation	29
	3.1.6 Replication approach	29
	3.1.7 UNDP comparative advantage	30
	3.1.8 Linkages between project and other interventions within the sector	31
	3.1.9 Management arrangements	32
3.2	Project Implementation	35
	3.2.1 Adaptive management	35
	3.2.2 Feedback from M&E activities used for adaptive management	35
	3.2.3 Partnership arrangements with relevant stakeholders	35
	3.2.4 Project Finance & Co-financing	35
	3.2.5 Monitoring and evaluation: design at entry and implementation (*)	39
	3.2.6 UNDP and Implementing Partner implementation / execution (*)	40

3.3	Project Results	4
3.3.1	Overall results achievement: Project and Outcomes levels (*)	41
3.3.2	Relevance(*)	45
3.3.3	Effectiveness & Efficiency (*)	48
3.3.4	Country ownership	51
3.3.5	Mainstreaming	52
3.3.6	Impact (*)	54
3.3.7	Sustainability (*)	57
4	CONCLUSIONS AND RECOMMENDATIONS	61
4.1	Conclusions	61
	Regarding the COMDEKS Project implementation	61
	Regarding the landscape approach implementation and instruments	61
4.2	Recommendations	63
4.2.1	Corrective actions for the design, implementation, monitoring and evaluation of the project	63
4.2.2	Actions to follow up or reinforce initial benefits from the project	63
4.2.3	Proposals for future directions underlining main objectives	63
4.2.4	Best and worst practices in addressing issues relating to relevance, performance and success	64
	ANNEXES	65
1.	Evaluation ToR	66
2.	Evaluation Questions Matrix	70
3.	Summary of COMDEKS projects, achievements, impacts and lessons learned by country	73
		75
4.	COMDEKS Knowledge Management. Website content analysis	85
5.	COMDEKS M&E: Analysis of elements and activities at landscape and grant-project levels by country	88
6.	List of documents reviewed	90
7.	Itineraries of different TE activities	92
8.	List of persons interviewed	95
9.	Country Findings Reports	106
10.	Summary of previous evaluations of SGP countries implementing COMDEKS	121
11.	Evaluation Consultant Agreement Form	127
12.	Terminal Evaluation Report Clearance Form	128

(\*) Section including quantitative evaluation ratings

## I. OPENING PAGE

### Title of project

Community Development and Knowledge Management for the Satoyama Initiative (COMDEKS)

### UNDP project ID#.

PIMS 5102

### Evaluation time frame and date of evaluation report

The evaluation was carried out between January and October 2017. A global COMDEKS Workshop in Costa Rica was attended in January 2017. Two groups of field visits to a sample of countries implementing COMDEKS were made between July and September 2017. The Inception Report was sent on July 2017, prior to the first field visits. The Draft Final Report is dated November 4, 2017. This Final Report was issued November 15, 2017.

### Region and countries included in the project

The Project was implemented in 20 countries worldwide divided in two phases; (Phase 1 countries: Brazil, Cambodia, Ethiopia, Ghana, Fiji, India, Malawi, Nepal, Slovakia, and Turkey; Phase 2 countries: Bhutan, Cameroon, Costa Rica, Ecuador, El Salvador, Indonesia, Kyrgyzstan, Mongolia, Namibia, and Niger).

### GEF Operational Program/Strategic Program

The Project supported innovations identified by the communities for biodiversity conservation, promotion of ecosystem services, agro-ecosystem management and strengthening of governance systems at the landscape level. As such, it had components related to the GEF Focal Areas of Biodiversity Conservation, Climate Change, and Land Degradation.

### Implementing Partner and other project partners

The COMDEKS project was implemented by UNDP under the Direct Implementation Modality (DIM), through the GEF Small Grants Programme (SGP) as small grants delivery mechanism.

### Evaluation team members

The evaluation was carried out by Alejandro C. Imbach.

### Acknowledgements

The evaluator would like to thank for the support provided to this evaluation process by the COMDEKS Team (Diana Salvemini, Project Manager, Tamara Tschentscher. and Hanuma Semyonov), the SGP National Coordination teams in the visited countries (Ganbaatar Bandi and Narangarav Gankhuyag in Mongolia, Catharina Dwiastarini and Hery Budiarto in Indonesia, Zeleke Tesfaye and Feleke Bebzha in Ethiopia, and Gökmen Argun and Basak Okay in Turkey), and all persons from the community groups, SGP National Steering Committee members, and many other persons from different global, national and local organizations providing time for interviews and visits as well as valuable information.

## II. EXECUTIVE SUMMARY

### Project Summary Table

Total resources required	USD 10,000,000
Total allocated resources:	
• Regular	_____
• Other:	
○ GEF	_____
○ UNEP/SBCD	USD 10,000,000
○ In-kind	_____
○ Other	_____

*Source. COMDEKS PRODOC, Project Description Paper, UNDP-SCBD Cost Sharing Agreements.*

The allocated resources were matched with US\$ 12.7 million in co-financing from grantees and SGP parallel co-financing (see Section 3.2.4).

Project implementation started in 2011, and the closing date was extended from December 2016 to December 2017. At the time of the TE, another extension until December 2018 was under negotiation. These extensions did not include additional funding, therefore it is not expected that it will change significantly the conclusions and recommendations of this Terminal Evaluation.

### Project Description

The Community Development and Knowledge Management for the Satoyama Initiative (COMDEKS) Programme was designed to support local community activities to maintain and rebuild socio-ecological production landscapes and seascapes and to collect and disseminate knowledge and experiences from successful on-the-ground actions for replication and upscaling in other parts of the world.

As part of COMDEKS, small grants were provided to local community organizations with the overall long-term objective to enhance socio-ecological production landscape and seascape resilience by developing sound biodiversity management and sustainable livelihood activities with local communities to maintain, rebuild, and revitalize landscapes. COMDEKS grant making was expected to generate key lessons on community-based best practices to maintain and rebuild socio-ecological production landscapes and seascapes toward the realization of “societies in harmony with nature”, as defined by the vision of the Satoyama Initiative.

The Project was delivered through the GEF Small Grants Programme in 20 countries worldwide, divided in two phases; (Phase 1 countries: Brazil, Cambodia, Ethiopia, Ghana, Fiji, India, Malawi, Nepal, Slovakia and Turkey; Phase 2 countries: Bhutan, Cameroon, Costa Rica, Ecuador, El Salvador, Indonesia, Kyrgyzstan, Mongolia, Namibia, and Niger).

The experiences and lessons learned were widely shared through a knowledge management platform that provided access to videos, documents, interviews, notes, photo-stories and a quarterly Newsletter.

This Project did not conduct a Mid-Term Review.

### Evaluation Rating Table

The Terminal Evaluation ratings for different aspects of the COMDEKS Project are summarized below. The agreed rating scales for each aspect are presented in the table immediately after the next one.

<b>Evaluation Ratings:</b>			
<b>1. Monitoring and Evaluation</b>	<i>rating</i>	<b>2. IA&amp; EA Execution</b>	<i>rating</i>
M&E design at entry	6 (HS)	Quality of UNDP Implementation	6 (HS)
M&E Plan Implementation	6 (HS)	Quality of Execution - Executing Agency	6 (HS)
Overall quality of M&E	6 (HS)	Overall quality of Implementation / Execution	6 (HS)
<b>3. Assessment of Outcomes</b>	<i>rating</i>	<b>4. Sustainability</b>	<i>rating</i>
Relevance	2 (R)	Financial resources:	4 (L)
Effectiveness	6 (HS)	Socio-political:	4 (L)
Efficiency	6 (HS)	Institutional framework and governance:	3 (ML)
Overall Project Outcome Rating	6 (HS)	Environmental:	3 (ML)
		Overall likelihood of sustainability:	3 (ML)
<b>5. Project Impact</b>	<i>rating</i>		
Assessment of Project impact*	3 (S)		

### Ratings Scales as per UNDP/GEF Guidance for Conducting Terminal Evaluations of UNDP supported Projects

<b>Ratings Scales</b>		
<b>Ratings for Outcomes, Effectiveness, Efficiency, M&amp;E, I&amp;E Execution</b>	<b>Sustainability ratings:</b>	<b>Relevance ratings</b>
6: Highly Satisfactory (HS): The project had no shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency 5: Satisfactory (S): There were only minor shortcomings 4: Moderately Satisfactory (MS): there were moderate shortcomings 3: Moderately Unsatisfactory (MU): the project had significant shortcomings 2: Unsatisfactory (U): there were major shortcomings in the achievement of project objectives in terms of relevance, effectiveness, or efficiency 1: Highly Unsatisfactory (HU): The project had severe shortcomings	4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML): moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks	2. Relevant (R) 1.. Not relevant (NR)  Impact Ratings: 3. Significant (S) 2. Minimal (M) 1. Negligible (N)
Additional ratings where relevant: Not Applicable (N/A) Unable to Assess (U/A)		

The Impact ratings can be: 3. Significant (S). 2. Minimal (M) 3. Negligible (N) (see right column above)

## Summary of conclusions, recommendations and lessons

### Conclusions

After reviewing documents, interviewing a broad range of stakeholders, partners and beneficiaries, and visiting and observing several field locations of COMDEKS activities, the main conclusions of this Terminal Evaluation are:

#### *Regarding the COMDEKS Project implementation*

1. The COMDEKS Project was relevant to the objectives with which it must maintain consistency (Satoyama Initiative, Aichi Biodiversity Targets, GEF, UNDP, SGP, countries and landscape stakeholders). This conclusion is based on the evidence presented in Section 3.3.2.
2. The project has completed the planned activities and successfully achieved the agreed indicators, exceeding many in significant proportions (see Section 3.3.1)
3. The project has operated above the historical average efficiency of SGP projects. Some previous studies have shown that its level of efficiency is good in relation to the general population of GEF funded projects financed. It is necessary to explore in future replications of this implementation model (field implementation through SGP) the need to increase the project contribution to the SGP management costs to cover the additional work demanded.
4. The project has achieved numerous impacts that are evidenced in part by what is stated in Section 3.3.6. These impacts at the level of the SEPLS have multiplied and far exceed the initial investment and scope of their activities. In this sense, the project has worked as a real "incubator" of initiatives that have developed and prospered beyond COMDEKS support.

#### *Regarding the landscape approach, its implementation and instruments as developed and used by COMDEKS:*

5. In terms of the landscape approach adopted by COMDEKS, rooted in previous initiatives (Satoyama Principles, SGP COMPACT, SGP SPA-CBA) and further developed in terms of concepts and instruments by COMDEKS, it can be said that the approach was fully validated by this project experiences. Moreover, it becomes more evident that the landscape level is the appropriate next step in relation to the community level in the bottom-up processes towards sustainability. The achieved impacts in a relatively short time and their permanence after the end of COMDEKS funding at country level (at least 18-24 months) are elements supporting this conclusion.
6. In this regard, COMDEKS contributed significantly to the consideration and use of the concept of landscape resilience, as well as to several instruments that were absent in previous processes based on the landscape approach (e.g. COMPACT. SPA-CBA) such as those presented below.
7. COMDEKS validated the importance of having a participatory baseline assessment of the landscape (that may include Protected Areas) as the first stage of the landscape process. This participatory baseline assessment fulfills several goals, such as connecting the different landscape stakeholders and facilitating their interaction, developing a common view of the landscape and its desired future, agreeing on priorities of intervention for the landscape, and, as the logical consequence, establishing or strengthening the basis for local networking, knowledge management, and effective local governance. Moreover, the participatory assessment of the landscape resulted in valuable learning processes for all participants.

8. The resilience indicators and the associated toolkit played an important role in the participatory ex ante and ex-post baseline landscape assessment carried out by COMDEKS. But it is necessary not to confuse these things: the participatory landscape-wide baseline assessment is almost a mandatory process required to launch the landscape management process, while the resilience indicators are one of the instruments (together with the use of interactive mapping exercises and others) used to mobilize that process.
9. The resilience indicators were useful to initiate many interesting discussions in target socio-ecological production landscapes and seascapes (SEPLS). The application of the resilience indicators helped target communities to better understand issues related to resilience of socio-ecological production landscapes and seascapes and how it affects their daily lives, including their health and incomes. On the one hand, their application was relatively time-consuming and the time allocated for explaining the indicators and completing the assessment was too short for some. Additionally, in some SEPLS project teams or partners raised the issue that some concepts were difficult to translate according to the local conditions to be understood and managed by the local stakeholders. In most cases, these Indicators were piloted with support from more specialized organizations (Universities, NGOs), which adapted the indicators to the local conditions and finally carried out the assessments with the pertinent adaptations. While it can be discussed whether or not some concepts and indicators are the most suitable for the landscape assessment process, it is important to highlight that the structure of this evaluation and the use of local perceptions to establish a baseline, assess local needs, and develop a landscape strategy are very valuable characteristics of this instrument, and that they should be continued despite eventual reviews or updating of individual indicators.
10. The strategy sequence used by COMDEKS (landscape identification, participatory baseline assessment, participatory strategic planning, project identification, preparation and funding, and ex-post evaluation) can be taken as a validated, useful format for future interventions at the landscape level. Local networking is a process that emerged almost naturally in every SEPLS and in some cases these networks formalized themselves after the end of COMDEKS.
11. One emerging issue raised several times during the process was that the time available to fund grant-projects by COMDEKS (12-24 months) collided with the need to provide longer-term support to the SEPLS to ensure the development and strengthening of sustainability mechanisms such as networks, governance platforms, and knowledge management mechanisms. In most visited places (Indonesia, Ethiopia, Turkey), these mechanisms were established after the end of COMDEKS funded activities on the ground, by the COMDEKS partner organizations funded from different sources (self-funding, SGP, other sources). This fact shows high commitment but they also entailed a higher fragility and, probably, their slower development given the scarcity of support and resources.
12. The above issue highlights an inconsistency between what is emerging as best practice (a minimum 4-5-year period to carry out a COMDEKS-type programme) with the usual 3-4-year programming cycle - coherent with each GEF Operational Phase - of the non-upgraded SGP Country Programmes. A possible solution would be to extend the COMDEKS processes through two consecutive SGP cycles corresponding to two GEF Operational Phases, but this solution will require a level of commitment from the GEF that still needs to be secured and approved.



## Recommendations

### 4.2.1 Corrective actions for the design, implementation, monitoring and evaluation of the project

1. The landscape approach needs a more detailed description of the landscape concept. This concept should be better understood than “territory” (a geographical concept) or “a group of communities” (demographical). It is necessary to highlight the existence of ecological relationships across the landscape in terms of ecological connectivity, corridors, processes linking different landscape areas such as water runoff and water courses and bodies, etc., as well as socio-economic characteristics such as value-chains, predominance of ethnic groups, etc. Probably some guidelines are also needed in terms of size of the landscape (either by area or population or a combination of both). A small project based on small grants to community groups for projects cannot manage large areas as landscapes. Probably, it is also necessary to envisage the level next to landscape in the hierarchy, either in ecological terms (as ecoregion) or in administrative terms (as province or similar), in order to help identification of the SEPLS. The COMDEKS publication “Communities in action for landscape resilience and sustainability” provides a starting point in this regard that can be used to have a better concept for the design of new projects and interventions using the landscape approach.
2. The landscape baseline assessment process is an essential step that should be maintained. Several instruments can be used to do that. The Resilience Indicators Toolkit seems to be a good one but still needs additional improvements. Therefore, it is recommended to maintain the participatory landscape baseline assessment and planning as a key step of the landscape approach, while working on improving the Resilience indicators tool. It is also useful to highlight that the COMDEKS team is currently developing a publication on lessons learned from the use of the Resilience Indicators in COMDEKS participating countries.

### 4.2.2 Actions to follow up or reinforce initial benefits from the project

3. Promote and provide some support to the continuation of the processes active in the different SEPLS, mostly about local networking, knowledge management, local governance strengthening, development of projects to maintain or expand COMDEKS processes into the same or similar SEPLS, etc.
4. In some countries where COMDEKS was implemented, there are other projects that are providing continuation to the COMDEKS SEPLS (e.g. Indonesia and other SGP Upgraded Country Programmes). In many others, the new landscapes prioritized for OP6 are different than the COMDEKS SEPLS. These are the countries where the continuous support activities mentioned in the previous point are most needed.

### 4.2.3 Proposals for future directions underlining main objectives

5. While COMDEKS and its predecessors created a good knowledge base for the implementation of the landscape approach, definitively this process is not complete and, moreover, despite COMDEKS efforts is still not widely known. Therefore, there is a need for more initiatives in this area. The fact that SGP is taking the landscape approach as a key component of its work in more than one hundred countries is an excellent step in this direction: the fact that the budgets in most of these countries is quite small is an indication of the existing funding limitations to pursue the landscape approach at a broader scale. Despite this limitation, it is important to highlight that under limited

funding conditions, the landscape approach is even more necessary since the geographic focus and the landscape planning help achieve economies of scale in SGP Country Program management as well as synergies among projects in the landscape.

6. The obvious conclusion of the previous point is about the need for additional funding to support this effort, and obviously the donors that funded such a successful project as COMDEKS would evidently be the expected supporters of additional initiatives in this direction.
7. The COMDEKS landscape approach provides a programming framework for SGP Country Programs that is operationally and financially efficient because it leverages economies of scale, promotes synergies among projects for potentially greater and more sustained impacts, and empowers local stakeholders to continue to act to build their socio-ecological resilience through learning-by-doing and enhanced local governance. Therefore, SGP as a whole, should consider strengthening its country programming by adopting a multifocal landscape approach (like the COMDEKS approach) and approaching GEF and other donors to help finance it.

#### 4.2.4 Best and worst practices in addressing issues relating to relevance, performance and success

8. From the perspective of the TE, the best practice implemented by COMDEKS was its strategy to implement the landscape approach at the local level in a participatory way; that is the sequence of landscape identification, participatory baseline assessment, participatory strategic planning, project identification, preparation and funding, and the participatory ex-post evaluation.
9. From the same perspective, a practice to be strengthened is the landscape identification. While this practice did not preclude the implementation of satisfactory processes and achievement of very good results, a more consistent selection of landscapes will help the exchange of experiences and the design and use of instruments. The reasons for this weakness probably can be traced to a deliberately simplified conceptualization within this pilot project (COMDEKS) of what is a landscape and of how it can be demarcated, coupled with the limited experience of many SGP NSC in dealing with this new approach and practice. Both the shared understanding of what a landscape consists of and the capacities of the SGP NSC benefited significantly from the lessons learned from implementing COMDEKS, and it is reasonable to expect that successive iterations of the landscape planning/management process in the SEPLS will strengthen this aspect.
10. Considering that SGP is the best positioned vehicle to mainstream the landscape approach, it is recommended to SGP to have a much better definition of the landscape approach for GEF OP7, than the one provided in its Guidelines for OP6. A relevant contribution for this task is in the Guidelines for Assessing Socio-ecological Production Landscape and Seascape (SEPLS) Performance and Developing a Landscape Strategy produced for the SGP Upgrading Country Programmes. It is expected that the current participatory review commissions by CPMT of the SGP OP6 landscape/seascape approach will produce such improvements.

### **III. ACRONYMS AND ABBREVIATIONS**

<b>APR</b>	Annual Project Report
<b>APR/PIR</b>	Annual Project Review/Project Implementation Review
<b>CBD</b>	Convention of Biological Diversity
<b>CBO</b>	Community-Based Organization
<b>CCF</b>	Country Cooperation Framework
<b>CCM</b>	Climate Change Mitigation
<b>CEPF</b>	Critical Ecosystem Partnership Fund
<b>CO</b>	Country Office
<b>COMDEKS</b>	Community Development and Knowledge Management for the Satoyama Initiative Programme
<b>COMPACT</b>	Community Management of Protected Areas Conservation Initiative
<b>CP</b>	Country Program
<b>CPAP</b>	Country Program Action Plan
<b>CPD</b>	Country Program Document Framework
<b>CPMT</b>	Central Program Management Team of SGP
<b>CPS</b>	Country Program Strategy
<b>COP</b>	Conference of the Parties
<b>FSP</b>	Full Size Project
<b>GEF</b>	Global Environment Facility
<b>GHG</b>	Greenhouse Gases
<b>Ha</b>	Hectare
<b>IPCC</b>	Intergovernmental Panel on Climate Change
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MOEJ</b>	Ministry of Environment Japan
<b>MTR</b>	Project Mid Term Review
<b>NAP</b>	National Action Plan on Land Degradation
<b>NBSAP</b>	National Biodiversity Strategy and Action Plan
<b>NC</b>	National Coordinator of the GEF Small Grants Program
<b>NCCS</b>	National Climate Change Strategy
<b>NGO</b>	Non-government Organization
<b>NP</b>	National Park
<b>NSC</b>	National Steering Committee of the GEF Small Grants Program
<b>OP</b>	Operational Program
<b>PA</b>	Protected Area
<b>PES</b>	Payments for Environmental Services
<b>PIR</b>	Project Implementation Review
<b>PMU</b>	Program Management Unit
<b>PPR</b>	Project Progress Reports
<b>SEPLS</b>	Socio-Ecological Production Landscapes and Seascapes
<b>SGP</b>	GEF Small Grants Program
<b>SOPs</b>	Standard Operating Procedures
<b>STA</b>	Senior Technical Advisor
<b>STAR</b>	System for Transparent Allocation of Resources
<b>TE</b>	Project Terminal Evaluation
<b>TOR</b>	Terms of Reference
<b>UN</b>	United Nations
<b>UNCCD</b>	United Nations Convention to Combat Desertification
<b>UNDAF</b>	UN Development Assistance Framework
<b>UNDP</b>	United Nations Development Program
<b>UNFCCC</b>	United Nations Framework Convention on Climate Change
<b>UNOPS</b>	United Nations Office for Project Services
<b>UN-REDD</b>	United Nations Collaborative Program on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries
<b>UNU</b>	United Nations University

# 1. INTRODUCTION

## 1.1 Purpose of the evaluation

The Terminal Evaluation (TE) of the Community Development and Knowledge Management for the Satoyama Initiative (COMDEKS) Project has the following objectives:

- 1) Assess COMDEKS performance in terms of relevance, effectiveness, efficiency, results (delivery of products) and sustainability, and
  - 2) Assess COMDEKS progress to long-term results (impacts) in terms of community development and knowledge management to achieve sustainable socio-ecological production landscapes and seascapes.
- Additionally, it is expected that the TE will contribute to drawing lessons from the implementation that contribute to improving the sustainability of the generated benefits and to improving, in general, the programmatic capacities of UNDP and SGP (planning, execution, monitoring and evaluation) and its partners.

## 1.2 Scope & Methodology

### **Scope**

The Final Evaluation assessed the main key areas related to project performance, impact and sustainability.

The addressed areas were:

- a. Relevance
- b. Effectiveness
- c. Efficiency
- d. Sustainability of Results
- e. Impact

### **Methodology**

Based on the evaluation purpose and scope, an evaluation matrix including evaluation questions, indicators, sources of information and methods to obtain information was developed and used to guide the evaluation. This matrix was included in the Evaluation Inception Report submitted to the different stakeholders before the beginning of the evaluation, and based on the TE TOR (Annex 1). This matrix itself is presented as Annex 2.

The evaluation process was carried out according to the following steps:

1. Reading and analysis of existing documentation (including those documents listed in the TOR and the UNDP guidelines for these evaluations, as well as websites and information available online and documents provided directly by the visited organizations and institutions). The list of documents analyzed is included as Annex 6.
2. Development of data collection instruments (questionnaires, interview guides and field visits, observation and other protocols).

3. Review and analysis of project documents. The most significant analyses are summarized in Annexes 3, 4, and 5.
4. Four field visits to COMDEKS-implementing countries (Ethiopia, Indonesia, Mongolia and Turkey), to collect primary information through interviews, observations, site visits and meetings. These countries were selected randomly per continent, with the exception of the three in Latin America (Brazil, Costa Rica, and Ecuador) that were visited prior to this TE as described in the following paragraph. The itineraries of these visits are included as Annex 7. The list of persons interviewed for this evaluation is included as Annex 8.
5. Recuperation of notes and reports from previous visits by the evaluator to COMDEKS-implementing countries in the frame of Mid-term and Terminal Evaluations of SGP OP5 Upgraded Country Programme Projects in Brazil, Ecuador, and Costa Rica. In these three cases, the COMDEKS implementation areas in the field were visited including interviews with stakeholders, local meetings, and visits to farms and field sites (see Annex 7 and 8).
6. Considering the field visits described above, direct field information about COMDEKS implementation was collected from seven of the 20 COMDEKS countries.
7. Phone interviews to the COMDEKS Programme Team and SGP Central Programme Management Team (CPMT).
8. Preparation of Country Initial Findings / Debriefing Reports immediately after each field visit. These Reports were distributed to the key stakeholders for verification of information accuracy, and they are included as Annex 9 (for the four countries visited in 2017) and Annex 10 (for the countries visited before 2017).
9. Preparation of the Draft Final Report and distribution to users established for feedback and comments.
10. Receipt of comments and feedback and preparation of the "audit trail".
11. Preparation and submission of the Final Report, including verification of the facts based on comments on drafts, incorporating new materials and adjustments to the Draft Final Report.

### 1.3 Structure of the evaluation report

The contents for the report were organized based on the Table of Contents included in the TOR. This Table of Contents complies and is consistent with the guidelines established in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-Supported GEF-Financed Projects.

## 2. PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT

### 2.1 Project start and duration

The COMDEKS Project started in June 2011 and was planned for five years to be finished by December 2016. A no-cost extension until December 2017 was agreed and approved at a later stage; and an additional no-cost extension until December 2018 is being considered by the partners at the time of the TE. These extensions did not require additional resources.

COMDEKS was launched in 2011 as the flagship of the International Partnership for the Satoyama Initiative. Funded by the Japan Biodiversity Fund, established within the CBD Secretariat, COMDEKS is implemented by UNDP, and delivered through the GEF Small Grants Programme (SGP), the project was initially designed as a five-year project (2011-2016) with an overall contribution of USD 10 million. A no-cost extension until December 2017 was agreed and approved at a later stage; and an additional no-cost extension until December 2018 was under consideration by the partners at the time of this Terminal Evaluation.

At this point it is important to highlight that this is not the typical five-year project starting from scratch and aiming to achieve agreed specific products and results. COMDEKS was designed to be delivered by the UNDP-implemented GEF Small Grants Programme (SGP) that began around 25 years ago, as the GEF window for CBOs and NGOs. The SGP is active in about 125 countries and in many of them it has been implemented over the last 3-4 GEF Operational Phases. In other words, SGP has a long history in each country where COMDEKS was implemented and COMDEKS benefited from this process and contributed significantly to improve those processes. Moreover, through regular exchange of experiences, evaluations, workshops, publications, videos, etc., the different SGP Country Programmes were able to function as a network to exchange experiences, adding those lessons learned elsewhere to be incorporated in each of the national processes carried out by SGP.

Therefore, when assessing COMDEKS' different aspects, it is necessary to remember that the current five-year-project is the continuation of a long program that has built processes and results in a consistent way throughout this time. This aspect will be addressed later in the different sections of this Report to show how this long history influenced the results of this particular Programme and how this Programme influenced the SGP.

### 2.2 Problems that the project sought to address

In 2016, according to the World Bank data, the world rural population reached 3.4 billion (45% of the total) and is still growing in number (at a modest annual rate of 0.2%) despite the significant migration to urban areas that has happened over the last century.

Most of this population lives in non-industrialized countries and their livelihoods rely mostly on agriculture, fisheries, animal production, forestry, and other primary sector activities. This significant section of the world population (almost one person for every two) is receiving the combined effects of a triply devastating crisis: biodiversity degradation and extinction, soil and land degradation and desertification, and climate change.

This pressure from the scarcity of land, natural resources and water is pushing millions of people out of their birth sites in rural areas. This displacement of population is the most extreme effect of the mentioned processes; according to UNHCR, almost 23 million were displaced worldwide by environmental causes between 2008 and 2015, and according to some conservative estimates, up to 200 million people may be affected by 2050.

Most rural inhabitants in non-industrialized countries live in relatively isolated communities, sharing their daily routines with their neighbors, but in little contact and in few joint activities with other communities.

On the other hand, all three processes impacting biodiversity, land degradation/desertification, and climate change take place at much broader scales than single communities. Moreover, even when the impact of these processes is felt at the community level, actions at this scale are insufficient to deal with both causes and effects of these processes.

The different global mechanisms set to address these problems (e.g. global conventions, GEF and others) are mostly focused on only one of the components of the triad, even when more integrated approaches among them are progressing and targeting scales closer to the local ones (provinces, departments, municipalities). At the other end of the scale, many initiatives are successful in achieving integrated goals at community level (education, sanitation, income, environment, governance, etc.), but scaling up from this level to the next has proved more difficult in practice than in theory.

This shift of scale from farm/community level to the landscape level is a crucial step in the process of addressing the combined impact of the mentioned processes, and there is a significant gap still to be closed that demands approaches, tools and field case-studies from which to draw experiences and guiding lessons to significantly accelerate this change of scale.

The COMDEKS programme, object of this Terminal Evaluation, is a broad-scale effort to develop these approaches and tools and to gain experience from a variety of cases in different ecological and socio-economic conditions around the world. It is based on the experience and conceptual approaches of the Satoyama Initiative from Japan, and also on the COMPACT and other experiences of GEF SGP.

### The Satoyama Initiative

The Ministry of the Environment of Japan (MOEJ), the Secretariat of the Convention on Biological Diversity (SCBD), United Nations University Institute for the Advanced Study of Sustainability (UNU-IAS), and the United Nations Development Programme (UNDP) have been working together to promote the Satoyama Initiative, a global initiative to promote sustainable use and management of natural resources in socio-ecological production landscapes and seascapes, launched initially by the Ministry of the Environment of Japan and the United Nations University Institute for the Advanced Study of Sustainability (UNU-IAS).

The purpose of the Initiative is to promote sound socio-ecological production systems in these areas, or where necessary, conserve or regenerate them to conserve biodiversity, while meeting the socio-economic needs of resident communities by providing for livelihoods, for subsistence uses of natural resources, and for the cultural benefits and values they place on the environment, among others.

The Satoyama Initiative was recognized as a potentially useful tool to better understand and support human-influenced natural environments for the benefit of biodiversity and human well-being by decision X/32 at the Conference of the Parties of the Convention on Biological Diversity in Nagoya, and will contribute to the implementation of the Strategic Plan for Biodiversity 2011-2020, including the Aichi Biodiversity Targets.

The vision of the Initiative is “realizing societies in harmony with nature”, and its three-fold approach includes the following:

1. Consolidating wisdom on securing diverse ecosystem services and values;
2. Integrating traditional ecological knowledge with modern science to promote innovations;
3. Exploring new forms of co-management systems or evolving frameworks of “commons” while respecting traditional communal land tenure.

In following the above approach, the maintenance and rebuilding of socio-ecological production landscapes in various localities –that is, putting sustainable use and management of natural resources into practice– should entail five ecological and socio-economic perspectives:

- Resource use within the carrying capacity and resilience of the environment
- Cyclic use of natural resources
- Recognition of the value and importance of local traditions and cultures
- Multi-stakeholder participation and collaboration in sustainable and multi-functional management of natural resources and ecosystem services
- Contributions to sustainable socio-economies including poverty reduction, food security, sustainable livelihoods and local community empowerment

### COMPACT Initiative

Since the year 2000 and for 12 years, the Community Management of Protected Areas Conservation (COMPACT) initiative tested an innovative model for engaging communities in the conservation and shared governance of protected areas considered to be the “global commons” of humankind.

COMPACT is an initiative of the GEF SGP and United Nations Foundation (UNF) that worked with communities near eight current or proposed UNESCO World Heritage sites in Africa, Asia, Meso-America and the Caribbean. Through extensive on-the-ground experience, and a participatory methodology that integrates a scientific approach, COMPACT demonstrated that community-based initiatives can significantly increase the effectiveness of biodiversity conservation in globally significant protected areas.

As its main objective, COMPACT sought to demonstrate how community-based initiatives can significantly increase the effectiveness of biodiversity conservation in the co-management of globally significant protected areas by working to improve the livelihoods of local populations.

COMPACT followed a standardized methodology designed to pilot the landscape-level approach in a range of different ecological and socio-economic situations including a scientific approach to producing a baseline assessment, conceptual model and site strategy for future monitoring and evaluation purposes.

Each participating World Heritage Site conducted a thorough baseline assessment in order to prepare a COMPACT 'conceptual model' and site strategy to guide grant-giving in the landscape surrounding the World Heritage Site, designed to safeguard biodiversity whilst addressing the needs and livelihoods of local populations.



### 2.3 Project Objective and Immediate Objectives

The Project objective defined in the PRODOC is:

*To develop sound biodiversity management and sustainable livelihood activities with local communities to maintain, rebuild, and revitalize socio-ecological production landscapes (SEPLs).*

At a later stage, a decision was made to add seascapes to this objective, and to use the acronym SEPLS for “socio-ecological production landscapes and seascapes”

The project has two immediate objectives (or outcomes in the project strategic framework):

Expected outcome 1: Local organizations and institutions have the understanding, strategies, tools, skills and technical capacities required to implement socio-ecological production landscape initiatives in COMDEKS participating countries.

Expected Outcome 2: Practitioners at the global, national, and local levels and local stakeholders access and exchange knowledge, experience, best practices and lessons from socio-ecological production landscapes, to incorporate lessons learned into planning tools and enable replication and upscaling of best practices around the world.

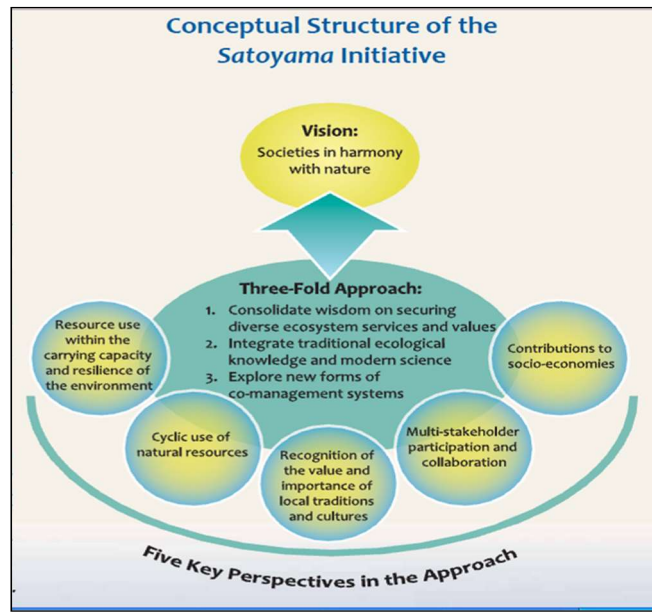
### COMDEKS Project Strategy

The roots of the COMDEKS Project Strategy are varied. The experience accumulated by SGP through its implementation of the COMPACT and SPA CBA Projects, as well as the experience of SGP Ecuador in establishing a well-organized structure around landscape management through their Biocorridors for Living Well (Biocorredores del Buen Vivir) were taken into account when designing the COMDEKS landscape approach. These experiences had a clear conceptual articulation with the Satoyama Initiative mentioned earlier in this document.

In addition to the above-mentioned precedents, the COMDEKS Strategy added a key additional component: the integration of the different GEF focal areas (biodiversity, land degradation and climate change) looking at the entire production landscape, making biodiversity conservation a key component of the approach instead of the core priority.

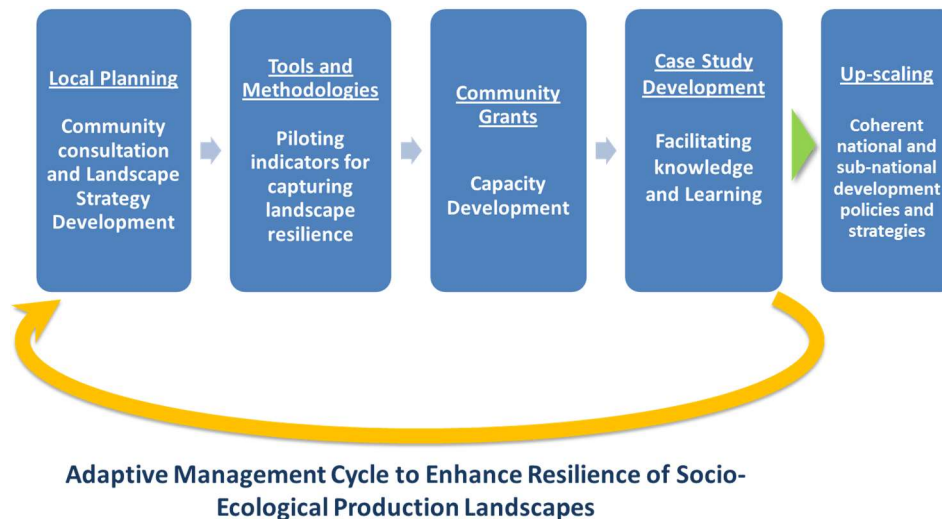
The vision of the Satoyama Initiative is to realize societies in harmony with nature. To achieve this vision, COMDEKS supports activities in the field in developing countries through small grants and knowledge facilitation to attain the following objective: “to develop sound biodiversity management and sustainable livelihood activities with local communities to maintain, rebuild and revitalize socio-ecological production landscapes”, in accordance with the mentioned five precepts of the Satoyama Initiative:

- Resource use within the carrying capacity and resilience of the environment;
- Cyclic use of natural resources;
- Recognition of the value and importance of local traditions and cultures;
- Natural resource management by various participating and cooperating entities;
- Contributions to local socio-economies.



The COMDEKS project, in pursuing its objectives, gave due consideration to building climate resilient ecosystems.

The figure below illustrates the COMDEKS Strategic Framework to enhance resilience and sustainability at the landscape level through adaptive management.



## COMDEKS Methodology

The landscape approach supported by the COMDEKS project is outlined in detail in a series of practical guidance documents and toolkits designed specifically for SGP National Coordinators and stakeholders who participate in the COMDEKS process.

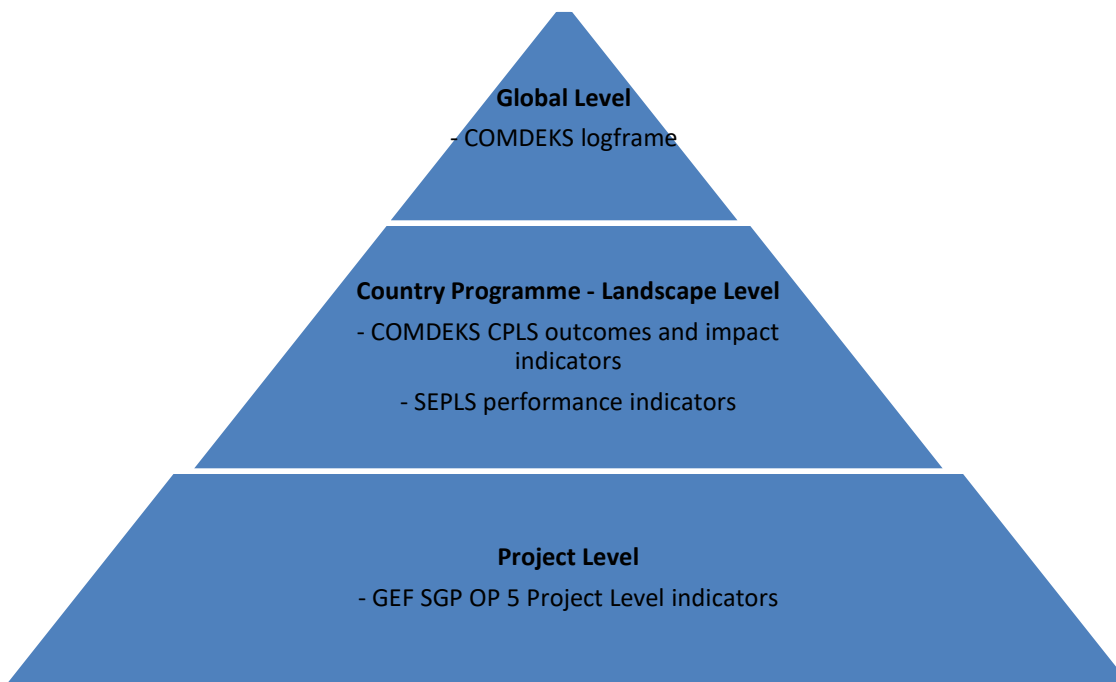
These documents are listed in the following table:

Document title	Target audience
COMDEKS Country Programme Landscape Strategy Template and Guidelines	SGP National Coordinators and National Steering Committees
Request for proposal template for conducting a Landscape Baseline Assessment	NGOs, CBOs, IPs, National Academic Institutions
Guidelines for performing a landscape wide assessment; including <ul style="list-style-type: none"><li>Guidelines for performing a baseline assessment</li><li>Instructions for the Scoring Exercise</li><li><i>Satoyama</i> Indicator Scorecard (Word and Excel versions)</li><li>Data Capture Form (Excel)</li></ul>	SGP National Coordinators and National Steering Committees
Questionnaire for lessons learned from the landscape-wide baseline assessments and community consultations	NGOs, CBOs, IPs, National Academic Institutions
Indicators for resilience of socio-ecological production landscapes and seascapes	SEPLS stakeholders

Additionally, a results-based management system for the project was developed at three organizational levels. At the global level, a definition of a project logical framework, including objectives/goals, outcomes, outputs and indicators, targets and means of verification, is included in the Strategic Results Framework (SRF).

At the country programme level, the selection and implementation of specific small grant projects in each country at the landscape level was guided by its COMDEKS Country Programme Landscape Strategy, each of which had its own set of outcome targets that were consistent with and contribute to the overall results of the COMDEKS programme at the global level.

The following figure illustrates the described structure:



Additionally, as a result of a collaboration between UNDP, UNU and Bioversity International, the booklet “Indicators for Resilience in Socio-Ecological Production Landscapes”, was revised based on comments received by SGP National Coordinators during the Accra Project Inception Workshop, September 24-26, 2011.

This publication was led by the United Nations University Institute for the Advanced Study of Sustainability and Bioversity International as a Collaborative Activity under the International Partnership for the *Satoyama* Initiative (IPSI).

The indicators were applied and tested in the COMDEKS project sites, during the landscape-wide baseline assessments, to help measure and understand the resilience of target landscapes.

Experiences and lessons learned through the practical application of the indicators during the landscape-wide baseline assessment were compiled and analyzed for further improvement of the indicators, a process that led to proposed improvements but that is also still under way.

## 2.4 Baseline Indicators established

Indicators and baseline situation is defined in the Project Document (PRODOC) as summarized in the following table.

<b>Project Objective:</b> To develop sound biodiversity management and sustainable livelihood activities with local communities to maintain, rebuild, and revitalize socio-ecological production landscapes (SEPLs).	
<b>Indicators</b>	<b>Baseline</b>
Type of landscapes and number of hectares of land brought under sustainable land and resource management in COMDEKS participating countries.	0 ha.
Number of targeted communities implementing innovative landscape strategies in participating countries and involved in activities aimed at maintain, revitalize or rebuild SEPLs (data disaggregated by gender).	0
<b>Outcome 1:</b> Local organizations and institutions have the understanding, strategies, tools, skills and technical capacities required to implement socio-ecological production landscape initiatives in COMDEKS participating countries.	
Output 1.1. Baseline assessments conducted at the landscape level in order to define goals, desired outcomes and typology of potential community-based projects to achieve socio-ecological production landscape resilience.	
<b>Indicator</b>	<b>Baseline</b>
Number and type of participatory baseline assessments conducted at the landscape level for assessing socio-ecological production landscape (SEPL) performance.	No landscape wide baseline exists to assess socio-ecological production landscape performance in target area.
Number and type of participatory baseline assessments conducted at the landscape level for assessing socio-ecological production landscape (SEPL) performance.	No landscape wide baseline exists to assess socio-ecological production landscape performance in target area.
Output 1.2: Country Programme Landscape Strategies developed for each participating country to guide the implementation of community-based landscape projects.	
<b>Indicator</b>	<b>Baseline</b>
Number of strategies adopted in participating countries addressing landscape resilience.	No strategies exist addressing landscape resilience.
Output 1.3 Portfolio of 5-10 community-led projects in each participating country addressing resilience of socio-ecological production landscapes implemented	
<b>Indicator</b>	<b>Baseline</b>
Number of and type of landscape actions and strategies enhancing SEPL resilience or strategies introduced at local level.	No COMDEKS Project.

<b>Outcome 2:</b> Practitioners at the global, national and local levels and local stakeholder access and exchange knowledge, experience, best practices and lessons from socio-ecological production landscapes, to incorporate lessons learned into planning tools and enable replication and upscaling of best practices around the world.	
Output 2.1: Project blog/web site and other learning networks combining workshops, webinars and social media are launched and operational in order to enhance understanding and raise awareness of the importance of SEPLs for the benefit of biodiversity and human wellbeing.	
<b>Indicator</b>	<b>Baseline</b>
Use and value of project website and capacity development webinars.	No COMDEKS blog/website exists.
Output 2.2: Best practices and lessons learned exchanged among countries and IPSI partners through case studies development for replication and upscaling.	
<b>Indicator</b>	<b>Baseline</b>
Number of case studies compiled and disseminated	No best practices based on practical implementation of activities at the community-based level
Output 2.3 Lessons from community-based landscape management related activities compiled and disseminated to governmental officials and policy makers at the local, national and global level for coherent policy development.	
<b>Indicator</b>	<b>Baseline</b>
Lessons learned and best practices from pilot activities in target landscape up taken at the local, national and global levels. No., type, and sector of policies/plans introduced or adjusted to address SEPLs resilience considerations.	No lessons nor best practices because there are not pilot activities.

## 2.5 Main stakeholders

COMDEKS has stakeholders at three levels: local (landscape), country and global, being the main ones those at the local level having the most to lose or gain from Project performance.

At the local level (SEPLS), these stakeholders are:

- Local governments and local agencies of national institutions
- Local academic institutions
- NGOs
- CBOs
- Communities and inhabitants in general through the representatives of the mentioned organizations

At the level of the countries where COMDEKS was implemented, the main stakeholders are:

- UNDP Country Office
- SGP Country Programme, basically its National Coordinator (NC), and in some cases Programme Assistant (PA)
- SGP National Steering Committee (NSC). The NSC is a very important structure because it integrates representatives of cross-section of the society: Governmental institutions, academic institutions, civil society (NGOs), community-based organizations (CBOs), and private sector. Many NSCs have auxiliary bodies such as Technical Committees, Advisory Committees, etc.

At the global level, stakeholders are basically institutional partners responsible for designing, funding, implementing, and delivering the project (i.e. partnership members), specifically:

- The Ministry of the Environment of Japan (MOEJ),
- The Secretariat of the Convention on Biological Diversity (SCBD),
- United Nations University Institute for the Advanced Study of Sustainability (UNU-IAS)
- United Nations Development Programme (UNDP)
- GEF SGP implemented by UNDP on behalf of GEF, through its Central Programme Management Team (CPMT)

The general assessment coming from all visits is that the above-mentioned stakeholders maintained an active role in the entire SGP/COMDEKS process. Obviously, some of these roles imply more activities and resources than others, given the different nature of the involvement.

## 2.6 Expected Results

The expected results of the Project are also included in the Project Strategic Results Framework (SRF). The following table presents a summary of the project expected results.

<b>Project Objective:</b> To develop sound biodiversity management and sustainable livelihood activities with local communities to maintain, rebuild, and revitalize socio-ecological production landscapes (SEPLs).	
<b>Indicators</b>	<b>End of Project targets</b>
Type of landscapes and number of hectares of land brought under sustainable land and resource management in COMDEKS participating countries.	At least 20 multiuse landscapes restored, maintained or improved after five years of project implementation.
Number of targeted communities implementing innovative landscape strategies in participating countries and involved in activities aimed at maintain, revitalize or rebuild SEPLs (data disaggregated by gender).	At least 6 communities per landscape. (tbd after the first year of project implementation)
<b>Outcome 1:</b> Local organizations and institutions have the understanding, strategies, tools, skills and technical capacities required to implement socio-ecological production landscape initiatives in COMDEKS participating countries.	
<b>Output 1.1.</b> Baseline assessments conducted at the landscape level in order to define goals, desired outcomes and typology of potential community-based projects to achieve socio-ecological production landscape resilience.	
<b>Indicator</b>	<b>Baseline</b>
Number and type of participatory baseline assessments conducted at the landscape level for assessing socio-ecological production landscape (SEPL) performance.	By the end of the first phase of project implementation, baseline assessments are conducted in each participating country.
Number and type of participatory baseline assessments conducted at the landscape level for assessing socio-ecological production landscape (SEPL) performance.	By the end of the project, assessment of landscape resilience is conducted in each participating country.

Output 1.2: Country Programme Landscape Strategies developed for each participating country to guide the implementation of community-based landscape projects.	
<b>Indicator</b>	<b>Baseline</b>
Number of strategies adopted in participating countries addressing landscape resilience.	By the end of the first phase of project implementation, a country programme landscape strategy is formulated and agreed in each participating country. By the end of the project, country programme landscape strategies are under implementation in each participating country.
Output 1.3 Portfolio of 5-10 community-led projects in each participating country addressing resilience of socio-ecological production landscapes implemented	
<b>Indicator</b>	<b>Baseline</b>
Number of and type of landscape actions and strategies enhancing SEPL resilience or strategies introduced at local level.	By the end of the project, at least 5-10 community-based landscape projects implemented in each country.
<u>Outcome 2:</u> Practitioners at the global, national and local levels and local stakeholder access and exchange knowledge, experience, best practices and lessons from socio-ecological production landscapes, to incorporate lessons learned into planning tools and enable replication and upscaling of best practices around the world.	
Output 2.1: Project blog/web site and other learning networks combining workshops, webinars and social media are launched and operational in order to enhance understanding and raise awareness of the importance of SEPLs for the benefit of biodiversity and human wellbeing.	
<b>Indicator</b>	<b>Baseline</b>
Use and value of project website and capacity development webinars.	By the end of the first year of implementation fully functioning and established knowledge platform with available landscape learning resources.
Output 2.2: Best practices and lessons learned exchanged among countries and IPSI partners through case studies development for replication and upscaling.	
<b>Indicator</b>	<b>Baseline</b>
Number of case studies compiled and disseminated	By the end of Phase 1, at least 1 summary case study on experience gained by implementation of Satoyama indicators. By the end of the project, at least 1 case studies for each type of landscape disseminated through COMDEKS blog and IPSI websites.
Output 2.3 Lessons from community-based landscape management related activities compiled and disseminated to governmental officials and policy makers at the local, national and global level for coherent policy development.	
<b>Indicator</b>	<b>Baseline</b>
Lessons learned and best practices from pilot activities in target landscape up taken at the local, national and global levels. No., type, and sector of policies/plans introduced or adjusted to address SEPLs resilience considerations.	By the end of the project, there is at least one example in each country of local/regional/national plan mainstreaming SEPLs approaches.



### 3. FINDINGS

#### 3.1 PROJECT DESIGN / FORMULATION

##### 3.1.1 Understanding COMDEKS as a Project

A first key aspect that should be kept in mind when analyzing the COMDEKS is that it had a Project Management Unit that handled the general coordination and supervision of the project activities as well as the unification of the administrative issues and the management of the overall communication efforts (website, newsletter, publications, etc.). This Unit was located at the UNDP HQ in New York.

The field activities in the 20 countries where COMDEKS was implemented were managed by the GEF Small Grants Programme in each of those countries.

The SGP was created by GEF as a funding window to support projects implemented by CBOs (community-based organizations) and small and medium NGOs. It was established to balance the portfolio of full-size and medium-sized projects aimed at Governmental organizations and, to some extent, large NGOs (national and international).

Because of this origin, the SGP was established as a GEF corporate program executed by UNDP on behalf of the GEF Implementing Agencies. This GEF/SGP has a centralized management unit (CPMT, Central Programme Management Team) at UNDP Headquarters. The SGP Country Programmes, in turn, channel small funds (usually less than US\$ 50,000) to CBOs and NGOs in the form of small grants with specific requisites. Starting in GEF OP5, a number of SGP Country Programmes were shifted to the category of Upgraded Country Programmes (UCP) and they are funded through the regular GEF STAR allocations to the country where the UCP is located, maintaining coordination with the CPMT. Five of the participating COMDEKS countries, namely Brazil, Costa Rica, Ecuador, India and Indonesia are SGP Upgraded Country Programmes.

A key aspect to be considered is that SGP Country Programmes do not implement directly. They do not have staff, resources, equipment or mandate for direct implementation of activities leading to results and fulfillment of agreed indicators. These projects work by opening calls for proposals from CBOs and NGOs with a scope of areas of work based on the Project Document; therefore, the implementation of activities and achievements of results depend on the interest and willingness of other organizations to submit proposals within the defined scope of actions. If the organizations were to not submit proposals the calls would go unanswered and there would be no actions made, money spent or results achieved.

This bottom-up implementation style also affected the COMDEKS project, and this is one of the reason why its indicators look different than those from the standard top-down designed GEF full-size projects, because the interventions are decided by the local stakeholders after the start of the Project instead of being defined before, during the project-planning phase.

Considering these aspects, it is easy to understand that different aspects of the planning, monitoring and evaluation cycle are significantly affected by these conditions of operation and they need to be considered when assessing the different components and parts of the project cycle.

### 3.1.2 Analysis of Results Framework (Project logic /strategy; Indicators)

The analysis of the Strategic Results Framework (SRF) is divided in two aspects: SRF Logic and structure, and SRF Indicators and targets.

#### SRF Logic and structure

The analysis of the Strategic Results Framework in terms of logic and structures led to the following results, supported by the observations and interviews carried out during the field visits:

1. The project's objectives and components were clear, practicable and reasonably feasible within the established timeframe.
2. The capacities of the executing institution (UNDP) and the local counterparts were properly considered at project design.
3. Lessons from other relevant projects were incorporated in the project design.
4. The partnership arrangements were properly identified and roles and responsibilities negotiated prior to programme approval.
5. Counterpart resources (funding, staff, and facilities), enabling legislation, and adequate project management arrangements were in place at project entry.

#### SRF Indicators and Targets

The SRF includes 9 Indicators and 10 Targets to be achieved in four years on the basis of more than two hundred different projects implemented by different organizations whose objectives, indicators and targets are proposed by the project planners with these projects being selected on the basis of an open call (see 3.1.1, last three paragraphs)

These indicators and targets were developed in a way that allows for its articulation with the particular SGP project implementation style. As presented above, the SGP implementing structure works on the basis of calls for proposals aimed at CBOs and NGOs.

This situation led to the allocation of a significant amount of work to tracking, monitoring and evaluating projects, and then to aggregate the information in a meaningful way to be able to report to UNDP and subsequently to the COMDEKS funders. In general, the respective SGP country teams and the overall COMDEKS Project Management Unit (PMU; three persons) were able to deal with this task successfully.

Obviously, the management of COMDEKS at the country level implied additional work for the usually small SGP National Coordination teams (1-2 persons) and there was a generalized perception at the national SGP level that the extra workload was not adequately compensated by the additional funds allocated by COMDEKS to the SGP Country Programmes for this task. More about this issue in other sections presented later in this document.

### 3.1.3 Assumptions and Risks

Assumptions and risks were properly considered at project design.

#### Risks

The main risks identified and rated in the PRODOC, including the pertinent mitigation measures, were:

1. Landscape stakeholders, including communities and local authorities in the target landscapes, may not fully engage in measures to enhance landscape resilience, and may not understand the value of working together towards an integrated approach at the landscape level. Risk rating: Low-Medium
2. Difficulties from working directly with civil society organizations (NGOs and CBOs) that have a low level of technical and management capacity to prepare and implement project proposals for the community development component of the Project. Risk rating: Low-Medium
3. Selection process for the countries participating in the II Phase of COMDEKS may slow project implementation and delivery. Risk rating: Medium
4. Climate unpredictability may affect the level of success of the project's work such as habitat restoration, farming system diversification, water management, etc., and thereby constrain project achievements or affect their impact. Risk rating: Low
5. Other exogenous risks (economic crisis, political instability, etc.). Risk rating: Low

The evidence gathered at the Terminal Evaluation (TE) about these risks and their rating corroborated what was established in the PRODOC.

#### Assumptions

They are included in the Strategic Results Framework. At the Project Objective level, there were two assumptions: 1. Local communities, district and local authorities able and willing to participate in taking up new activities and join in the approach. There are no substantial changes in land-use cover. 2. Local communities understand the value of working towards an integrated approach at the landscape level and work together to implement measures to enhance landscape resilience.

Considering the history of SGP in the countries where COMDEKS was implemented these assumptions, as well as other detailed in the SRF are completely acceptable.

### 3.1.4 Lessons from other relevant projects incorporated into project design

The COMDEKS Project incorporated concepts, lessons and experiences gained from different sources.

The first inspirational source was the mentioned experience of the SGP Ecuador in designing and implementing its portfolio based on the concentration of activities in a few selected, critical, landscaped of the country, and implementing a multi-level landscape management system. There is a brief description of these aspects of the Ecuador SGP in Annex 10.

A second source were the experiences and lessons learned generated by the SGP COMPACT Initiative that had run since the year 2000 in eight Protected Areas around the world. While COMDEKS was focused on the integration of the different GEF focal areas (biodiversity, land degradation and climate change) looking at the entire production landscape and COMPACT was centered on Protected Areas, some concepts and experiences from COMPACT influenced the COMDEKS design, specifically around the issue of involvement of local communities since the beginning of the process through a participatory exercise of baseline assessment of their situation.

A third source was the GEF Strategic Priority on Adaptation - Community-Based Adaptation project (SPA CBA), a five-year Project (2008-2012) funded mainly by the Global Environmental Facility (GEF) and implemented by UNDP through the GEF SGP with the support of UNDP Country Offices. The project has received co-financing from several donors - including AusAid and the Governments of Japan and Switzerland - and the United Nations Volunteers (UNV). This project was implemented in 10 pilot countries: Bangladesh, Bolivia, Guatemala, Jamaica, Kazakhstan, Morocco, Namibia, Niger, Samoa, and Vietnam.

These sources, combined with the principles of the Satoyama Initiative, presented by MOEJ and UNU-IAS to the CBD, and detailed previously in Section 2.2 of this document, and the overall field experience and lessons learned from the entire SGP project through 25 years of work with CBOs, NGOs and other organizations around the world, defined the basis for the COMDEKS project design

While COMDEKS used these sources as inputs from its conceptualization and design of operations, it is evident that COMDEKS added a clear strategy for the identification of the landscapes and seascapes (SEPLS), for the participatory intervention process in these places and a series of instruments (guidelines, toolkits, etc.) to support the implementation of that process.

In other words, and in terms of defining and operationalizing the landscape approach it is evident that the COMDEKS process represents a significant step ahead in relation to the existing situation before its design and implementation.

Moreover, it is expected that the experiences and lessons learned from COMDEKS since 2012 in 20 different SEPLS around the world will provide inputs and instruments to a whole new generation of landscape-based activities that are expected to happen over the next decade bringing another set of experiences and lessons to be used to mainstream the landscape approach and its successor approaches all over the world. It is expected that SGP will play a key role in this new generation of activities, but most probably the COMDEKS experience, approach and instruments will be also taken by other organizations around the world to design and implement their own experiences.

### 3.1.5 Planned stakeholder participation

In a large and complex programme such as COMDEKS, there are different stakeholders who participate in different ways using different mechanisms, as previously outlined in Section 2.5 Main stakeholders.

At the global level, the interaction among stakeholders at that level took place mostly through the COMDEKS Board Meetings, and the direct communication between the PMU and these stakeholders regarding different aspects of the project implementation. According to the gathered evidence, these interactions functioned satisfactorily.

At the country level, the key stakeholder participation mechanism is the National Steering Committee (NSC) composed of individuals from organizations independent from SGP and the partner and executing organizations. The NSC members are appointed by the UNDP Resident Representative with endorsement/ratification by the SGP Global Manager or the Global Coordinator for the Upgrading Country Programmes.

The NSC is integrated by government and non-government organizations with a non-government majority, a UNDP representative, and individuals with expertise in the GEF Focal Areas. It is responsible for grant selection and approval, and for deciding the overall strategy of the SGP in the country. The Government is usually represented by the GEF Operational Focal Point or by another high-level representative of relevant ministries or institutions. The National Coordination reports to the NSC on Country Programme progress, to the UNDP RR as primary supervisor, and to SGP-CPMT regarding the SGP Operational Guidelines. Therefore, several key stakeholders are involved through the NSC.

Other mechanisms are the informal partner organizations (not grantees), labeled as “informal” because they operated jointly with the SGP/COMDEKS on the basis of local opportunities and needs and without specific formal agreements. This group includes NGOs, different units and programs in academic organizations, cooperatives, different Governmental agencies operating in rural areas in specific tasks, etc. who provide technical advice and assistance to different CBOs complementing COMDEKS activities and/or providing support to keep processes working after the COMDEKS grants are finished.

All these mechanisms, formal and informal, seem to be fairly efficient in disseminating COMDEKS / SGP calls and lines of action and also to bring information, interests and priorities from local organizations and CBOs to the project, directly through the National Coordination or through the NSC.

### 3.1.6 Replication approach

In the case of the COMDEKS project, there are two levels of replication: one is replication at the field level in the places where activities took place (scaling out), and the second is replication at other, more comprehensive scales (scaling up).

The first type (scaling out) takes place in the landscapes (SEPLS) because the COMDEKS activities did not reach the entire population (as an example, in the Ethiopian Gilgel Gibe SEPLS, the Sokoru *woreda* has 39 rural communities (kebeles) and only four of them participated in COMDEKS).

After the end of the COMDEKS support this local scaling-out depends entirely on the formal and informal networks left in place by the project and the actions of the local partners participating in the Project.

In all field visits carried out during this TE where COMDEKS activities were closed between 15 and 24 months ago, it was evident that the scaling out is actively taking place. In some cases, it is happening through local networks created by former COMDEKS partners in the field (as in the case of the Balikaşiran network in the Datça-Bozburun SEPLS in Turkey), through a consortium of local partners (e.g. in Ethiopia the Jimma University, Ministry of Forestry, and others) developing a strategy to scale-up the COMDEKS experiences at the Gilgel Gibe SEPLS in Ethiopia, through the continuation of engagement of other partners after COMDEKS finished (as in the Semaui Island SEPLS in Indonesia), or simply by word-of-mouth between COMDEKS participants and other non-participant persons and groups as in the Central Selenge SEPLS in Mongolia.

The second type of replication (scaling up) is taking place at two levels: one within the countries where COMDEKS was implemented and the other in countries where the Project was absent. In the first case, the up-scaling is happening through several mechanisms, such as:

- policy influencing (as in the case of responsible fishing in Turkey),
- the local networks extending their work outside the COMDEKS SEPLS, as is happening with traditional bee keeping and fishing also in Turkey
- new projects and programs based on the COMDEKS experience extended to other areas by organizations that participated in COMDEKS but now continue on their own, as in Ethiopia
- Use of the COMDEKS approach in other landscapes by the SGP as in Indonesia, Ethiopia, Turkey, Ecuador (in this last case, using GEF STAR resources as a SGP Upgraded Country Programme).

It seems that the policy influencing alternative is the less frequent in practice, despite being highlighted as the main one in the conceptual planning frameworks. This comment should not be taken as a criticism of COMDEKS implementation or planning, just as an indication that a path that seems theoretically obvious (scaling up from actual experience to policy) does not necessarily take place in real life. There are many reasons that explain why this happens, and these reasons change from site to site; this evaluation is not the place for such exploration, but this aspect definitively needs to be taken into close consideration.

The scaling up to other countries where COMDEKS was not implemented is already taking place through SGP that has adopted both the landscape approach and different COMDEKS tools, and incorporated them in the Guidelines to develop Country SGP Strategies for OP6 and, most probably, for the coming OP7.

Along the same line, a significant outcome in terms of replication is related to the SGP Upgraded Country Programmes (UCP). Using GEF co-financing, 15 GEF- SGP UCPs in Bolivia, Brazil, Costa Rica, Ecuador, India, Kenya, Mexico, Pakistan, Philippines, Egypt, Indonesia, Kazakhstan, Peru, Sri Lanka, and Thailand are already replicating the landscape approach during GEF OP6, using the different approaches and instruments from COMDEKS. There are references to COMDEKS in all PIFs and ProDocs of these UCP's projects

### 3.1.7 UNDP comparative advantage

At the global level, the comparative advantage of UNDP relies in its experience running multi-country projects and its expertise in most of the thematic areas addressed by COMDEKS.

Another advantage is the country-based structure of UNDP, meaning that this organization is present and active in almost all countries of the world. This presence and the capacity to mobilize projects across different countries with a single and tested approach and administrative systems is another significant advantage.

### 3.1.8 Linkages between project and other interventions within the sector

The links between COMDEKS and other related interventions in the countries where COMDEKS was implemented have a significant variation among countries as this depends entirely on the specific project portfolio of each country.

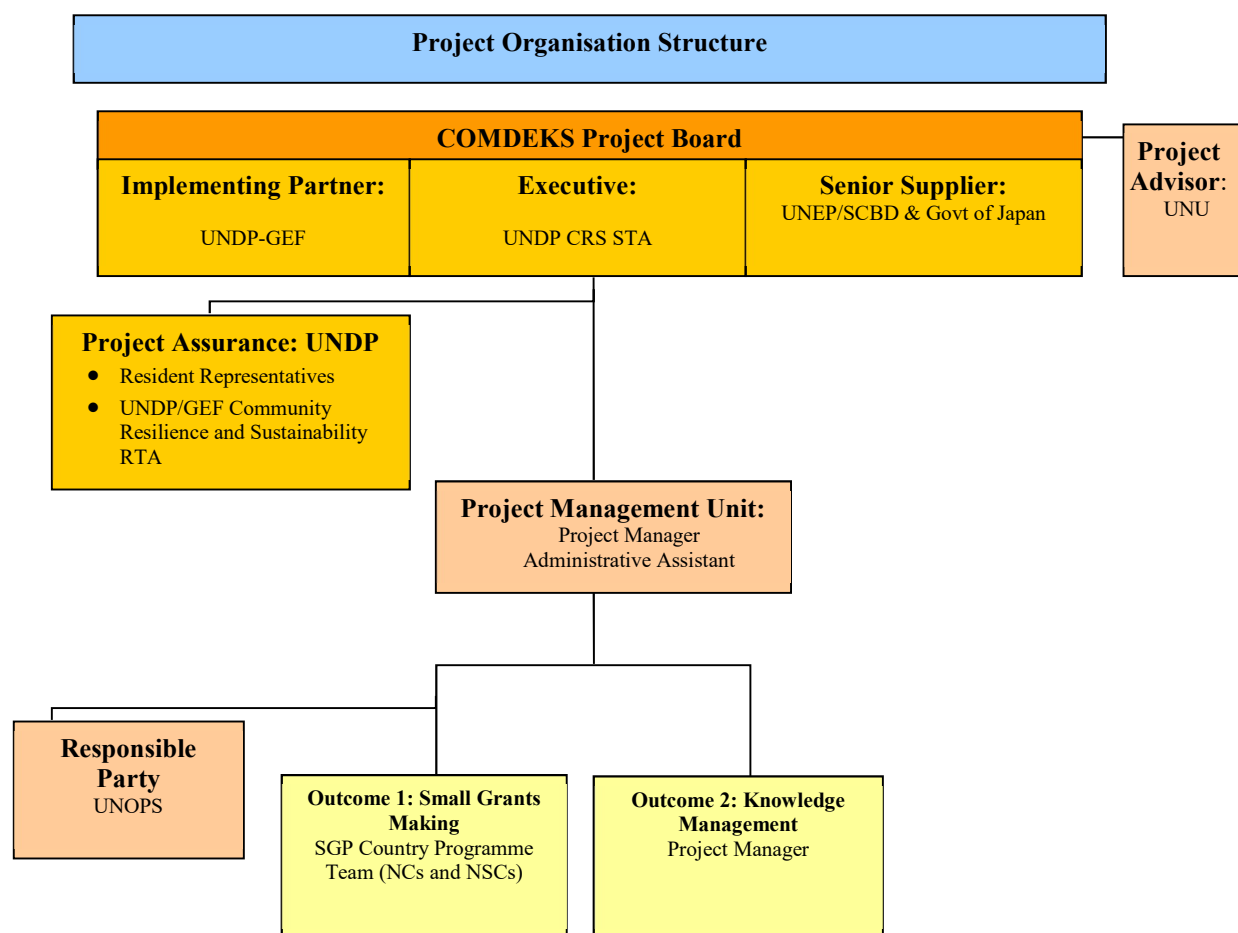
In general, repeated and existing SGP evaluations coincide in pointing out the continuous interest of SGP in linking its activities with other existing projects implemented by international organizations (as UNDP, UNEP and others), national institutions, NGOs, etc.

Based on this experience, the current visits to COMDEKS sites during this Terminal evaluation and in the specific SGP evaluations carried out recently in countries where SGP has been implemented (Brazil, Costa Rica, and Ecuador) showed the existence and significance of these linkages, the Terminal Evaluation extended this conclusion to all COMDEKS countries and SEPLS.

### 3.1.9 Management arrangements

The COMDEKS project was implemented by UNDP under the Direct Implementation Modality (DIM), through the GEF Small Grants Programme (SGP) as the small grants delivery mechanism.

The following figure shows the project organizational structure. The roles and responsibilities of the various components are summarized immediately after.



**Project Board.** At the global level, implementation of the project was carried out under the general guidance of a Project Board responsible for approving key management decisions of the project and will play a critical role in assuring the technical quality, financial transparency and overall development impact of the project. The Project Board is composed of representatives from UNDP/GEF, UNEP/SCBD and the Ministry of Environment, Japan.

**Project Advisor.** The United Nations University Institute for the Advanced Study of Sustainability (UNU-IAS) - as a member of the IPSI collaborative activity, a partner for COMDEKS and an interface with other IPSI members -, participated in project board meetings acting as a project advisor, to support and facilitate knowledge sharing and learning on the *Satoyama Initiative* among IPSI partners. While managing knowledge, UNDP, in collaboration with UNU, will build on the experiences and results to be produced and collected by the COMDEKS project so that project results can be effectively used in the project of Knowledge Facilitation for the *Satoyama Initiative* implemented by MOEJ, SCBD, and UNU.

**Implementing Partner.** UNDP was the Implementing Partner, responsible for execution and financial oversight of the COMDEKS project, ensuring that the objectives and components of the project are delivered, and resources are allocated and disbursed in an efficient and effective manner. It provides overall project oversight and takes responsibility for standard project cycle management services beyond assistance and oversight of project design and negotiation, including project initiation, monitoring, periodic evaluations, troubleshooting, and reporting to the donor.



**Responsible Party.** UNOPS served as the Responsible Party for the delivery of community-based grants, the main output envisioned under Component 1 (Grant-Making) of the COMDEKS Project, as outlined in the project's budget and results framework. As the Responsible Party for the community development component (grant making), UNOPS (i) disburses funds using established modalities for SGP projects (upon authorization by UNDP HQ), (ii) monitors and records disbursements, (iii) provides reporting formats and collates financial reports for timely transmission to UNDP, including but not limited to: quarterly financial reports, annual budget revisions, annual workplans, etc.; (iv) coordinates with UNDP on achievements of substantive deliverables and milestones with partners prior to the release of payments; and (v) validates MOAs and other contractual agreements, ensuring due diligence requirements are met in terms of financial requirements.

**Project Assurance.** A UNDP-GEF Community Resilience and Sustainability Regional Technical Advisor (RTA), was responsible for overall quality assurance.

**Programme Management Unit (PMU).** UNDP-GEF through a Project Manager hired for this purpose - provided general oversight as well as technical guidance to the COMDEKS project. The PC's primary responsibility is to ensure that the project produces the results specified in the Project Document to the required standard of quality and within the specified constraints of time and cost.

Additionally, the Project Manager was directly responsible for the implementation of the knowledge management component of the project (Outcome 2), including the development and distribution of project case studies and other knowledge products, capturing lessons learned and best practices, which can be replicated in other parts of the world and communicated to policy makers for coherent policy development.

The COMDEKS Project Manager works under the overall supervision of the Low-Emissions, Climate-Resilient Development Strategies (LECRDS) team and the UNDP-GEF Global Technical Advisor. All communications with National Coordinators are closely coordinated with the SGP Central Programme Management Team (CPMT) for the global GEF SGP Country Programmes.

The Project Manager is supported by an administrative and finance assistant. The PC and the administrative assistant form the Project Management Unit (PMU) located in New York to execute project activities, to coordinate day to-day operations of the project, and oversee the overall operational and financial management and reporting of the Project.

The implementation of the project on the ground is undertaken through mechanisms already established by UNDP and SGP. In particular, the community development component (Outcome 1) of the COMDEKS project is delivered through the GEF Small Grants Programme (SGP). This includes making use of the existing organizational structure, including the SGP National Steering Committee (NSC) and the SGP National Coordinator (NC). The implementation of the community development component of the COMDEKS project is led by the SGP Country Programme team, based on technical guidance provided by the COMDEKS Project Manager on priority areas for grant making. Under this outcome, the project provides small-scale finance to local communities in developing countries through the delivery mechanism of the GEF SGP by utilizing the existing National Steering Committees, with possibly additional members specifically to support landscape-level management as a local governance and project selection mechanism in the target countries of the Programme.

**National Steering Committee (NSC).** A National Steering Committee in each participating country identifies and select community based landscape projects and, together with UNDP and SGP, will ensure synergy and avoid duplication of efforts with other relevant GEF and non-GEF funded projects and programs. Grant-making and knowledge-related activities will be carried out following the COMDEKS Country Programme Landscape Strategy and work plan which are submitted to the Project Manager for technical review and NSC for final approval. Community-driven project proposals are developed by community-based organizations under the guidance and with the assistance of the SGP National Steering Committee, and in close coordination with SGP National Coordinators and the COMDEKS Project Coordinator.

**National Coordinator.** A National Coordinator in each participating country is responsible for the day-to-day operations of the project. This includes supporting NSC strategic work and grant selection by developing technical papers, undertaking ex-ante technical reviews of project proposals; taking responsibility for monitoring the grant portfolio and for providing technical assistance to grantees during project design and implementation; mobilizing cash and in-kind resources in coordination with UNDP; preparing reports for UNDP; implementing a capacity development program for communities, CBOs and NGOs, as well as communications and knowledge management.

## 3.2 PROJECT IMPLEMENTATION

### 3.2.1 Adaptive management

While adaptive management, understood as changes to the project design and project outputs during implementation, has been a constant characteristic of the SGP everywhere, most of these adaptations took place when changing from phase to phase (from OP to OP) and less during the implementation of a particular phase.

The experience with COMDEKS did not depart from this characteristic and it can be said that changes to project design and implementation were not significant. The fact that specific country-level outputs and results are defined when the local stakeholders submit their proposals to SGP, and the short duration of the SGP grants to CBOs (usually 12-24 months) are other reasons why the changes that evidence adaptive management are not obvious in this project.

### 3.2.2 Feedback from M&E activities used for adaptive management

Adaptive management was a key aspect of project implementation, and the M&E system provided feedback in the planned way as it usually does across the SGP system and it helped in refining the operation of the different COMDEKS components.

Moreover, the feedback also becomes visible at a temporal scale larger than project grants or GEF Ops when comparing SGP Guidelines of different GEF Operational Phases. In the case of COMDEKS, it is evident how the COMDEKS experience was capitalized by the entire SGP looking at its Guidelines for GEF OP6.

### 3.2.3 Partnership arrangements (with relevant stakeholders involved in the country/region)

Project partnership arrangements, as described in the previous section (see 2.5), had two different components:

- i. Arrangements with the implementing/executing partners (UNOPS, UNDP, etc.) outlined in Section 3.1.9
- ii. Arrangements with local and national partners (NGOs, CBOs, national and local partners, etc.) arranged by SGP, following existing Guidelines based on the lessons learned by SGP through its long experience in this matter.

Based on the evidence gathered in the TE, both types of arrangements worked well and smoothly. Therefore, there is no merit for further analysis of this in this report.

### 3.2.4 Project Finance & Co-financing

Funded by the Japan Biodiversity Fund, established within the CBD Secretariat, COMDEKS is implemented by UNDP, and delivered through the GEF Small Grants Programme (SGP) as a five-year project (2011-2016) with an overall contribution of USD 10 million. Initially funded with a contribution of USD 2 million with a scope of expanding to a 5-year partnership project, the Parties (UNDP and UNEP/SCBD) agreed in 2012 to provide additional funds for the full remaining amount of USD 8.0 million. The USD 10 million contribution from the UNEP/CBD Secretariat (through the

Government of Japan) is managed as two separate UNDP projects. The first donor contribution of \$2.0 million was accepted as cost-sharing to the SGP OP5 Global Project. The second contribution of \$8.0 million was accepted as cost-sharing to a new stand-alone UNDP project focusing exclusively on COMDEKS, while the GEF SGP Global OP5 project and GEF SGP Upgraded Country Programmes continued to provide in-kind support by allocating staff time and resources for the management of COMDEKS activities in the 20 participating countries. While COMDEKS activities are managed and reported to the donor as one project, administratively they are two separate UNDP projects.

The COMDEKS Project budget had several modifications a through the project period, all well documented in the Project Steering Committee minutes. The overall project funds received by the project from the donor were US\$ 10,000,000.-

The following table summarizes the Project expenditures:

BUDGET AREA	TOTAL AMOUNT (US\$)	TOTAL AMOUNT (%)
Grants*	7,000,000	70.0
Non-grant activities**	1,928,572	19.3
PROJECT TOTAL	8,928,572	89.3
Costs recovery (UNDP fee)	1,071,428	10.7
Total Amount of Donor Financing	10,000,000	100.0

\* The budgeted amount for grants (Outcome 1) was decrease to US\$ 6,540,000.- in the last year of the projects by agreement of the Project Steering Committee and the funds reallocated to non-grant activities. Therefore, the US\$ 7,000,000.- figure for grants slightly overestimate actual funding used for grants.

\*\* Non-grant activities included the funding for Knowledge Management (Outcome 2), Monitoring and Evaluation, the Project Management Unit and Operational services provided by UNOPS.

The PRODOC did not identify co-financing targets. It was expected that co-financing by grantees was going to happen at the usual 1:1 ratio used by SGP. Additionally, it was expected that SGP would provide parallel co-financing in the form of grant allocations from their own funds (either GEF STAR allocations, or from SGP Global Programme or other sources).

#### Budget execution

Generally speaking, there is no evidence of problems with financial controls. The small-grants funds are disbursed directly by UNOPS through the UNDP CO to the beneficiaries, and SGP Country Programme teams provide the monitoring and evaluation controls ensuring that the expected results are achieved properly. The recipient organizations provide acceptable evidence (bills, accounting, bank accounts, checks, etc.) about the right use of the funds.

This TE also conducted an analysis of the organizations receiving funds by COMDEKS, looking for duplications in funding and not finding a single case. A complementary analysis was made comparing organizations funded by SGP and by COMDEKS in different GEF OPs and there were a small number of organizations funded in consecutive phases (and this is in line with SGP Operational Guidelines).

Moreover, the analysis showed that these organizations with consecutive funding presented different proposals with different tasks and results and, in most cases, with clear evidence that the funding was supportive of evolving processes in these organizations, a feature that the SGP is expected to support when these processes lead to sustainability of results.

The external audit contracted by UNOPS and focused on grants administration did not show significant problems regarding the management of funds.

### Co-financing

This aspect was analyzed based on the information submitted by COMDEKS in their 6<sup>th</sup> Annual Report, summarized in the following tables. The first one shows aggregated figures and the second presents the information by country.

It is also important to highlight the difference between grantees co-financing and SGP parallel co-financing presented previously.

#### *Financing and co-financing: general sources and amounts*

SOURCE	US\$	% of Total	# of grant-projects
COMDEKS PROJECT Grants	6,518,914	29.9	221 projects
Grantee co-financing	6,265,219	28.7	221 projects
<b>SUBTOTAL</b>	<b>12,784,133</b>	<b>58.6</b>	
SGP parallel co-financing	4,869,445	22.3	166 projects
Grantee co-financing	4,171,375	19.1	166 projects
<b>SUBTOTAL</b>	<b>9,040,820</b>	<b>41.4</b>	
<b>TOTAL</b>	<b>21,846,088</b>	<b>100.0</b>	<b>387 projects</b>

#### *COMDEKS Project Co-financing, disaggregated by country:*

Country	Number of Projects	Grant Amount (in USD)	Co-financing in cash (in USD)	Co-financing in kind (in USD)
<b>PHASE 1</b>				
Brazil	9	280,000.05	110,080.00	145,897.00
Cambodia	7	280,000.00	4,140.75	124,984.25
Ethiopia	12	280,000.00	3,999.00	86,117.00
Fiji	9	280,000.00	7,000.00	32,427.47
Ghana	21	480,000.00	252,100.00	453,910.00
India	9	265,045.00	391,082.00	167,124.00
Malawi	9	280,000.00	49,148.77	92,365.72
Nepal	7	254,482.00	126,268.00	44,347.00
Slovakia	9	279,998.44	169,175.00	77,301.00
Turkey	20	480,000.00	241,388.00	352,333.00

PHASE 2				
<b>Bhutan</b>	10	380,000.00	-	312,700.00
<b>Cameroon</b>	9	280,000.00	37,054.00	186,510.02
<b>Costa Rica</b>	7	280,000.00	-	630,000.00
<b>Ecuador</b>	11	344,999.97	136,066.46	279,550.00
<b>El Salvador</b>	10	280,000.00	414,578.00	10,300.00
<b>Indonesia</b>	8	280,000.00	-	275,474.61
<b>Kyrgyzstan</b>	17	480,001.00	329,203.00	123,640.00
<b>Mongolia</b>	21	479,992.00	38,609.63	303,824.00
<b>Namibia</b>	8	274,909.00	-	55,317.00
<b>Niger</b>	8	279,487.00	31,571.00	169,634.00
<b>Grand Total</b>		<b>6,518,914.46</b>	<b>2,341,463.61</b>	<b>3,923,756.07</b>

Source: COMDEKS 6<sup>th</sup> Annual Report

The following conclusions are drawn:

1. SGP parallel co-financing reasonably achieved its target reaching almost 75% of expectations. Considering that SGP Country Programmes mobilized these funds from different sources, under different stages of their GEF OP, and having its funds allocated over areas that do not necessarily overlap with those from COMDEKS in all cases, this achievement is more than satisfactory.
2. Grantee co-financing was very good for COMDEKS, reaching more than 95% of expectations. A slightly less proportion (85%) was raised by the SGP parallel co-funding. This is a very good result when considering that this is the average over 20 countries where SGP grantee co-financing guidelines slightly differ according to each country.
3. Looking at the overall picture, the grant-donor funding was multiplied by a factor of 3.3, which is also considered a very good achievement compared to other projects of similar sizes, and even more when considering that these multiplications happened in the same specific landscapes instead of more generic contributions.
4. In terms of overall donor funding, the leverage factor was 2.5 (for each US\$ 1 contributed by donors the total expenditure was US\$ 2.53)
5. Summarizing, it can be said that the overall financial performance of the COMDEKS Project was very good or, even, excellent.

### 3.2.5 Monitoring and evaluation: design at entry and implementation (\*)

#### M&E Design at entry

The M&E design at entry was very thorough. A summary of its key aspects shows that the M&E system works at different interconnected levels:

- COMDEKS Project global level
  - Project start / Inception Report
  - Quarterly Project Reports
  - Annual Reports
  - Periodic site visits
  - Mid-term Review (MTR)
  - End of Project Report
- Individual Grant M&E, including a detailed set of activities:
  - Baseline situation
  - Field monitoring visits
  - Progress reports
  - Final report
  - Final Evaluation
  - Grant Project Audit

The COMDEKS PRODOC also included an M&E Workplan and Budget

<b>RATING OF M&amp;E SYSTEM DESIGN AT ENTRY: HIGHLY SATISFACTORY (6)</b>
--

#### M&E Implementation

The actual implementation of the M&E System of the COMDEKS Project was very good, particularly when considering that it was implemented in 20 different countries by an equal number of different country teams.

An analysis of M&E implementation at country level, including landscape and grant-project levels, was carried out and its results are presented in a summarized way in Annex 5. This analysis provides good evidence of the consistency in the use of M&E instruments across the countries participating in COMDEKS.

In this regard, the GEF Evaluation Office in its 2015 SGP evaluation included the following comment about the COMDEKS M&E system: *“COMDEKS is piloting interesting work on M&E in a number of countries, where a selection from a simple set of 20 perception-based indicators of resilience in socioecological production landscapes and seascapes to be collected at the village level at baseline and during implementation has been designed and is being tested. The SGP could learn from this experience and explore the feasibility of applying lessons from the COMDEKS M&E system and indicators to collect village-level M&E information to be used to fill in GEF tracking tools.”*

This good implementation also reflects the good level of M&E activities standardized within the SGP across the 125 countries where it is implemented. This work is impressive considering the dimensions of the required effort in terms of inception and baseline workshops, field visits, review of progress and final reports, final evaluation, and audits. These activities are to be repeated for each one of the 221 projects funded by COMDEKS and the other 166 funded by SGP parallel co-financing, just considering the routine M&E process.

During this Terminal Evaluation, four countries were visited *in-situ* for the COMDEKS TE and information from three other countries where SGP was evaluated during COMDEKS implementation was included in the analysis. The results from these visits were triangulated with the different reports kept in the SGP databases in the countries. The results of these comparisons were satisfactory as the reports represented fairly well the actual situation found in the field. Similar exercises were run regarding other partner organizations working jointly with the SGP with similarly satisfactory results.

Moreover, close examination of grant projects terminal documents as well as different interviews provided good evidence confirming the remarkable implementation of the monitoring visits and other planned M&E activities.

**RATING OF M&E SYSTEM IMPLEMENTATION: HIGHLY SATISFACTORY (6)**

Based on the two aspects (M&E Design and Implementation) described above, the rating of the overall quality of the M&E System is as follows.

**RATING OF OVERALL QUALITY OF M&E: HIGHLY SATISFACTORY (6)**

### 3.2.6 UNDP and Implementing Partner implementation / execution (\*)

The analysis of the implementing/executing arrangements was already described in the previous chapter (Section 3.1.9) under Management arrangements.

The COMDEKS project was implemented by UNDP under the Direct Implementation Modality (DIM), through the GEF Small Grants Programme (SGP) as small grants delivery mechanism.

In terms of the agreed commitments defined in the PRODOC both the implementation and the execution were very good. All agreed commitments were fulfilled and the Project ran smoothly in all visited countries with some minor frictions (e.g. payment delays, etc.) that were finally solved without affecting Project operations.

Therefore, the Terminal Evaluation rating for overall implementation / execution is “Highly satisfactory”.

**RATING OF OVERALL IMPLEMENTATION / EXECUTION: HIGHLY SATISFACTORY (6)**



### 3.3 PROJECT RESULTS

#### 3.3.1 Overall results achievement (\*)

##### Actually achieved results (Project level)

The achievement of results at Project level, in terms of reaching the agreed indicators presented in the Strategic Results Framework is summarized in the table below, with the pertinent TE comments and rating for each indicator.

Description of Performance Indicator	Baseline Level 2013	Target Level (end of Project) 2017	Status at Terminal evaluation	Terminal Evaluation Comments	Rating
<b>Project Objective:</b> To develop sound biodiversity management and sustainable livelihood activities with local communities to maintain, rebuild, and revitalize socio-ecological production landscapes (SEPLs).					
Type of landscapes and number of hectares of land brought under sustainable land and resource management in COMDEKS participating countries.	0 ha.	At least 20 multiuse landscapes restored, maintained or improved after five years of project implementation.	20 SEPLS with significant progress and post project advances in terms of restoration, maintenance or improvement of the socio-ecological characteristics, with governance processes (and sometimes structures) in place and operation.  Scaling-up of SEPLS experiences under different modalities in most of the SEPLS (at least in all four visited during the TE process)	Project reached the target levels successfully and exceeds it in terms of permanence after the end of COMDEKS funding and extension to the landscapes/seascapes not considered in COMDEKS. Up-scaling to the overall 125 countries where SGP is active (most of them during GEF OP6)	HS*
Number of targeted communities implementing innovative landscape strategies in participating countries and involved in activities aimed at maintain, revitalize or rebuild SEPLs (data disaggregated by gender).	0	At least 6 communities per landscape.	The Project implemented 221 projects at community level, with an average of 10 projects per landscape. Additionally, through co-financing, another 166 projects were implemented in the same landscapes adding an average of 8 projects.  As the Project targeted landscapes and groups from communities within them, in all countries far more than 10 community groups were reached in each SEPLS, but they do not necessarily belong to a similar number of different communities.  While the grantee project evidenced good participation and leadership from women in all visited field cases, there is no disaggregation by gender at this level of reporting.	Project reached the target satisfactorily. From the TE perspective there are minor problems in the formulation of the indicator, as the grants are given to CBOs and not communities. In this same context, the gender disaggregation probably is not adequate because CBOs are not necessarily gender based	HS*

(\*) HS: Highly Satisfactory

### Actually achieved results (Outcome level)

Similar to the previous section, the following table summarizes the COMDEKS Project achievement at Outcome level.

Description of Performance Indicator	Baseline Level 2013	Target Level (end of Project) 2017	Status at Terminal evaluation	Terminal Evaluation Comments	Rating
<b>Expected outcome 1 : Local organizations and institutions have the understanding, strategies, tools, skills and technical capacities required to implement socio-ecological production landscape initiatives in COMDEKS participating countries.</b>					
Number and type of participatory baseline assessments conducted at the landscape level for assessing socio-ecological production landscape (SEPL) performance.	No landscape wide baseline exists to assess socio-ecological production landscape performance in target area.	By the end of the first phase of project implementation, baseline assessments are conducted in each participating country.  By the end of the project, assessment of landscape resilience is conducted in each participating country.	The baseline assessments (BAs) were satisfactorily completed in all 20 SEPLS, following the established guidelines and using the pertinent tools.  The ex-post baseline assessments of landscape resilience at the end of the Project were fully completed in 18 SEPLS. In Malawi this assessments was reported as completed at the time of the TE. This exercise was not carried out in Nepal due to the catastrophic impact of the 2015 earthquake that led to the cancellation of the COMDEKS pending activities in this country.	All expected products were achieved in a satisfactorily manner, following the pertinent guidelines an in a participatory way. The absence of the ex-post baseline assessment in Nepal is justified given the magnitude of the 2015 earthquake and its aftermath in the country.	HS*
Number of strategies adopted in participating countries addressing landscape resilience.	No strategies exist addressing landscape resilience.	By the end of the first phase of project implementation, a country programme landscape strategy is formulated and agreed in each participating country.  By the end of the project, country programme landscape strategies are under implementation in each participating country.	COMDEKS Country Programme Landscape Strategies were satisfactorily completed in all 20 SEPLS in a participatory way, following the established guidelines and using the pertinent tools.  Country landscape strategies were under implementation in all participating countries at the end of the project except for Nepal, due to the earthquake impacts.	All expected products were achieved in a satisfactory manner, following the pertinent guidelines in a participatory way.  Considering the number of countries in which COMDEKS was active, and the variety of ecosystems and situations, this level of achievement is remarkable.	HS*

Description of Performance Indicator	Baseline Level 2013	Target Level (end of Project) 2017	Status at Terminal evaluation	Terminal Evaluation Comments	Rating
Number of and type of landscape actions and strategies enhancing SEPL resilience or strategies introduced at local level.	No COMDEKS project.	By the end of the project, at least 5-10 community-based landscape projects implemented in each country.	Between 7 and 21 projects were implemented in each SEPLS with only COMDEKS funding. Additionally, a similar number of additional projects were funded through SGP parallel co-financing	Targets were exceeded in all SEPLS and by a large margin. All visited Projects during the TE in the selected countries were successfully implemented	HS*

Description of Performance Indicator	Baseline Level 2013	Target Level (end of Project) 2017	Status at Terminal evaluation	Terminal Evaluation Comments	Rating
<b>Expected Outcome 2: Practitioners at the global, national and local levels and local stakeholder access and exchange knowledge, experience, best practices and lessons from socio-ecological production landscapes, to incorporate lessons learned into planning tools and enable replication and upscaling of best practices around the world.</b>					
Use and value of project website and capacity development webinars.	No COMDEKS blog/website exists.	By the end of the first year of implementation fully functioning and established knowledge platform with available landscape learning resources.	The knowledge exchange platform operates successfully offering a wide variety of knowledge products such as books, videos, presentations, etc. The COMDEKS Project Quarterly Newsletter was published 21 times.	All targets met satisfactorily with high quality products valuable for practitioners, decision-makers, students, etc.	HS*
Number of case studies compiled and disseminated	No best practices based on practical implementation of activities at the community-based level	By the end of Phase 1, at least 1 summary case study on experience gained by implementation of <i>Satoyama</i> indicators.  By the end of the project, at least 1 case studies for each type of landscape disseminated through COMDEKS blog and IPSI websites.	81 diverse publications to disseminate case studies. 71 brochures and publications. 62 videos and photo-stories to show practices. 21 newsletters with links to specific and diverse material from COMDEKS projects. Case studies and knowledge have been also disseminated in (peer-to-peer interchange) at least 9 Workshops, Conferences, and websites (including the SGP Global website).	Targets have been met satisfactorily. The compilation and dissemination of case studies have been also satisfied by a diverse production of materials exceeding the initial target.	HS*

(\*) HS: Highly Satisfactory

Description of Performance Indicator	Baseline Level 2013	Target Level (end of Project) 2017	Status at Terminal evaluation	Terminal Evaluation Comments	Rating
Lessons learned and best practices from pilot activities in target landscape up taken at the local, national and global levels. No., type, and sector of policies/plans introduced or adjusted to address SEPLs resilience considerations.	0	By the end of the project, there is at least one example in each country of local/regional/national plan mainstreaming SEPLs approaches.	All countries have developed their own Landscape Strategy and have recovered best practices and lessons learned. The knowledge dissemination and exchange at different levels have informed policy and decision-makers. These Strategic Plans include the whole SEPLS (exceeding the COMDEKS pilot projects) and they are regional plans mainstreaming the COMDEKS approach at the overall level. Additionally, the global SGP has adopted the landscape approach proposed and validated in COMDEKS, as well as its key tools (baseline assessment, toolkit for indicators of resilience in SEPLS, landscape strategy and others) as Guidelines to be used in its 125 countries beginning in GEF OP6 and continuing until eventual replacement or improvement in the future. Finally, in Turkey, Ethiopia and Indonesia (among the seven visited countries) the COMDEKS approach validated in the SEPLS were used to develop programs and strategies to be applied in places beyond the SEPLS.	The TE considers that these targets were met successfully and exceeding the initial expectations. Definitely, having project lessons incorporated as Guidelines for a world-wide 25-year old program as SGP for a short-lived project as COMDEKS is a very significant impact. The formulation of the indicator can be considered as vague, therefore, its monitoring and the subsequent evaluation rely more on the evaluator's perspective than in hard collected data.	HS*

(\*) HS: Highly Satisfactory

#### Outcomes achievement description and TE assessment

From the previous table, it is evident that all indicators at both Project and Outcome level were fully achieved and many of them exceeded the expectations.

Therefore, the Terminal evaluation assesses this aspect as Highly Satisfactory.

**RATING OF OVERALL ATTAINMENT OF RESULTS: HIGHLY SATISFACTORY (6)**

### 3.3.2 Relevance (\*)

The analysis of relevance should address two levels:

1. Relevance to the project partners: the Satoyama Initiative, the Strategic Plan for Biodiversity 2011-2020, including the Aichi Biodiversity Targets, and the GEF Focal Areas and supported global conventions, assuming that they are also valid for UNDP as GEF partner and SGP as a GEF-UNDP initiative; and
2. Relevance to the countries where COMDEKS was implemented and the specific SEPLS where the activities were carried out.

#### Relevance to Project partners' goals

Based on the evidence collected about COMDEKS projects, achievements, impacts and lessons learned in the different countries (see Summary in Annex 3) and the partners' goals, it is evident that the COMDEKS products, results and impacts are relevant to those goals. The table below summarizes this relevance.

#### Satoyama Initiative

The Satoyama Initiative purpose can be summarized through its vision, three-fold approach and five landscape perspectives:

<b>SATOYAMA INITIATIVE</b>	<b>COMDEKS Relevance</b>
<b>Vision</b>	
To realize societies in harmony with nature, comprising human communities where the maintenance and development of socio-economic activities (including agriculture and forestry) align with natural processes. This vision takes place in the SEPLS.	High
<b>Three-fold approach</b>	
Consolidating wisdom on securing diverse ecosystem services and values;	High
Integrating traditional ecological knowledge with modern science to promote innovations	High
Exploring new forms of co-management system or evolving frameworks of "commons" while respecting traditional communal land tenure.	High
<b>Perspectives</b>	
Resource use within the carrying capacity and resilience of the environment	High
Cyclic use of natural resources	High
Recognition of the value and importance of local traditions and cultures	High
Multi-stakeholder participation and collaboration in sustainable and multi-functional management of natural resources and ecosystem services	High
Contributions to sustainable socio-economies including poverty reduction, food security, sustainable livelihoods and local community empowerment.	High

## Strategic Plan for Biodiversity 2011-2020, including the Aichi Biodiversity Targets

AICHI STRATEGIC PLAN GOALS AND TARGETS	COMDEKS Relevance
Strategic Goal A: Address the underlying causes of biodiversity loss by mainstreaming biodiversity across government and society	
Target 1. People are aware of the values of biodiversity and the steps they can take to conserve and use it sustainably.	High
Target 2. Biodiversity values integrated into national and local development and poverty reduction strategies and planning processes and are being incorporated into national accounting and reporting systems.	High at local level
Target 3. Incentives, including subsidies, harmful to biodiversity are eliminated, phased out or reformed in order to minimize or avoid negative impacts, and positive incentives for the conservation and sustainable use of biodiversity are developed and applied,	Medium
Target 4. Governments, business and stakeholders at all levels have taken steps to achieve or have implemented plans for sustainable production and consumption and have kept the impacts of use of natural resources well within safe ecological limits.	High at local level
Strategic Goal B: Reduce the direct pressures on biodiversity and promote sustainable use	
Target 5. Rate of loss of all natural habitats, including forests, is at least halved and where feasible brought close to zero, and degradation and fragmentation is significantly reduced.	High
Target 6. All fish and invertebrate stocks and aquatic plants are managed and harvested sustainably, legally and applying ecosystem based approaches	High in some countries
Target 7. Areas under agriculture, aquaculture and forestry are managed sustainably, ensuring conservation of biodiversity.	High
Target 8. Pollution, including from excess nutrients, has been brought to levels that are not detrimental to ecosystem function and biodiversity.	Low
Target 9. Invasive alien species and pathways are identified and prioritized, priority species are controlled or eradicated, and measures are in place to manage pathways to prevent their introduction and establishment.	Low
Target 10. Multiple anthropogenic pressures on coral reefs, and other vulnerable ecosystems impacted by climate change or ocean acidification are minimized,	Medium
Strategic Goal C: To improve the status of biodiversity by safeguarding ecosystems, species and genetic diversity	
Target 11. At least 17 per cent of terrestrial and inland water, and 10 per cent of coastal and marine areas, are conserved through effectively and equitably managed, ecologically representative and well-connected systems of protected areas and other effective area-based conservation measures, and integrated into the wider landscapes and seascapes.	High
Target 12. Extinction of known threatened species has been prevented and their conservation status, particularly of those most in decline, has been improved and sustained.	Low
Target 13. Genetic diversity of cultivated plants and farmed and domesticated animals and of wild relatives, including other socio-economically as well as culturally valuable species, is maintained, and strategies have been developed and implemented for minimizing genetic erosion and safeguarding their genetic diversity.	Medium
Strategic Goal D: Enhance the benefits to all from biodiversity and ecosystem services	
Target 14. Ecosystems that provide essential services, including services related to water, and contribute to health, livelihoods and well-being, are restored and safeguarded, taking into account the needs of women, indigenous and local communities, and the poor and vulnerable.	High
Target 15. Ecosystem resilience and the contribution of biodiversity to carbon stocks has been enhanced, through conservation and restoration, including restoration of at least 15 per cent of degraded ecosystems, thereby contributing to climate change mitigation and adaptation and to combating desertification.	High
Target 16. Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from their Utilization is in force and operational, consistent with national legislation.	High

<b>AICHI STRATEGIC PLAN GOALS AND TARGETS</b>	<b>COMDEKS Relevance</b>
<b>Strategic Goal E: Enhance implementation through participatory planning, knowledge management and capacity building</b>	
Target 17. Each Party has developed, adopted as a policy instrument, and has commenced implementing an effective, participatory and updated national biodiversity strategy and action plan.	Low
Target 18. Traditional knowledge, innovations and practices of indigenous and local communities relevant for the conservation and sustainable use of biodiversity, and their customary use of biological resources, are respected, subject to national legislation and relevant international obligations, with the full and effective participation of indigenous and local communities, at all relevant levels.	High
Target 19. Knowledge, the science base and technologies relating to biodiversity, its values, functioning, status and trends, and the consequences of its loss, are improved, widely shared and transferred, and applied.	Medium
Target 20. Mobilization of financial resources for effectively implementing the Strategic Plan for Biodiversity 2011-2020 from all sources, and should increase substantially from the current levels.	Low

### GEF Focal Areas and supported Global Conventions

Regarding the GEF Focal Areas and the supported Global Conventions, the situation is as follows:

<b>GEF FOCAL AREAS / CONVENTIONS</b>	<b>COMDEKS Relevance</b>
Biodiversity conservation / The Convention on Biological Diversity (CBD)	High
Climate change / United Nations Framework Convention on Climate Change (UNFCCC)	High
International waters	High in some countries
Land degradation / United Nations Convention to Combat Desertification (UNCCD)	High
Ozone Depletion	Low
Persistent Organic Pollutants / Stockholm Convention on Persistent Organic Pollutants (POPS)	Low

### Relevance to the countries where COMDEKS was implemented

This analysis begins by recognizing that all these countries are signatories of the Global Conventions related to biodiversity, climate change, desertification and land degradation, and others. Reviewing the field experiences in the countries visited during the TE, it is obvious that in all cases these activities are supporting biodiversity conservation in different ways depending on the SEPLS. Clear examples of this are forest conservation groups in Mongolia that contained illegal forest logging in the Central Selenge SEPLS while carrying out other activities; the no-take fishing areas established in the Datça-Bozburun SEPLS in Turkey to protect fish reproduction areas, the enclosure of natural grasslands in the Gilgel Gibe SEPLS in Ethiopia to allow for the regeneration of natural trees and grasses that are used for manual grass cut-and-carry use to feed stalled cattle, etc.

All SEPLS are affected in one way or another by climate change, mostly in terms of droughts, extension of the dry season, concentration of rainfall in high-intensity events, etc. In all visited SEPLS there are activities to address these impacts in sustainable ways (better use of water, innovative water collections and storage, conservation of local varieties of crops adapted to drier conditions, etc.

Something similar happens regarding land degradation, that is also relevant in almost all visited SEPLS, in some cases affected by soil erosion due to rainfall or soil degradation because of inappropriate use (overgrazing, insufficient soil cover, etc.). In all cases in which these types of problems were identified, there were COMDEKS activities addressing them.

In fact, it is interesting to highlight how, when working with a participatory integrated approach as COMDEKS did, these different issues are addressed in an articulated way and the same actions simultaneously address multiple purposes. As an example, the grasslands enclosures in Ethiopia simultaneously improve biodiversity conservation (through natural regeneration), reduce soil erosion (through better soil cover), and reduce effects of climate change (by improving infiltration and aquifer recharges). The same type of synergies can be found in many SGP-COMDEKS activities, most probably due to the way in which these activities were identified: a participatory process of landscape assessment and development of a landscape strategy.

In terms of national priorities, the SGPs are regularly relevant to, supportive of, and consistent with national priorities and policies related to global environmental issues and development priorities. These priorities include fulfilling national commitments to the global conventions.

Moreover, as part of the UNDP (or UNDP-related structures). SGP should be relevant to the country UN Development Assistance Framework (UNDAF) and GEF. This relevance was verified in the field visits to the selected countries and also reviewed and found as satisfactory in the previous terminal and mid-term evaluations of SGPs implementing COMDEKS projects in Latin America.

Based on the elements described above, the Terminal Evaluation rating for relevance is Relevant.

<b>RATING OF RELEVANCE: Relevant (R)</b>
--

### 3.3.3 Effectiveness & Efficiency

#### Effectiveness

The assessment of Project effectiveness is also based on the *Outcomes achievement description and TE assessment table* previously presented in Section 3.3.1.

The mentioned table showed that:

- a. All Project indicators were achieved at the time of Terminal Evaluation.
- b. All Outcome indicators were achieved at the time of Terminal Evaluation.
- c. Of the eight Project and Outcome indicators agreed on in the Framework Results, four were achieved in a way that exceeded the initial expectations at planning (50%).

In terms of efficiency, this high level of performance was based on the usual SGP Country Programme Teams in the 20 countries where COMDEKS was implemented, with the support of a small PMU.



## *Risk*

The Project managed its risk factors, shown in Section 3.1.3 of this Report, properly. The identified factors were:

1. Landscape stakeholders, including communities and local authorities in the target landscapes, may not fully engage in measures to enhance landscape resilience, and may not understand the value of working together towards an integrated approach at the landscape level. Risk rating: Low-Medium
2. Difficulties from working directly with civil society organizations (NGOs and CBOs) that have a low level of technical and management capacity to prepare and implement project proposals for the community development component of the Project. Risk rating: Low-Medium
3. Selection process for the countries participating in the II Phase of COMDEKS may slow project implementation and delivery. Risk rating: Medium
4. Climate unpredictability may affect the level of success of the project's work such as habitat restoration, farming system diversification, water management, etc., and thereby constrain project achievements or affect their impact. Risk rating: Low
5. Other exogenous risks (economic crisis, political instability, etc.). Risk rating: Low

The participatory approach used by COMDEKS and SGP, together with the participatory baseline assessment, was a successful strategy to manage the engagement risk related to landscape resilience. In fact, this strategy was so successful that it was incorporated by SGP as regular practice in most or all countries as part of the landscape approach incorporated in the SGP Guidelines for GEF OP6.

The difficulties inherent to running a grants program with civil society organizations having limited management capacities was well addressed using the long SGP experience in dealing with these types of organizations. A good evidence of this is the low rate of grant project failures.

The selection of countries in the Phase II was managed without problems and did not cause significant delays.

Climate unpredictability affected many SEPLS, but it was reasonably well managed, at least in all visited ones, due to the fact that many COMDEKS actions were planned to address it.

In terms of other exogenous risks, it is interesting to note that earthquakes severely affected one of the countries where COMDEKS was implemented: Nepal, leading to the suspension of some remaining COMDEKS activities. Unspent grant funds from Nepal were reallocated to implement additional projects in SGP partner communities of earthquake affected areas in Ecuador. All COMDEKS projects in the Ecuador SEPLS (Napo) were implemented and activities are completed.

## *Lessons learned about effectiveness*

There is not too much to be added about lessons learned regarding effectiveness. COMDEKS was a well-designed and well-implemented project that benefited enormously from its roots in the Satoyama landscape management approach and vision, its delivery through SGP, and its ability to adopt and use their lessons learned while continuously considering its own experiences for the adjustment of tools and methods through an adaptive management approach

Based on these elements, the Terminal evaluation rating for Effectiveness is Highly Satisfactory.

<b>RATING OF EFFECTIVENESS: HIGHLY SATISFACTORY (6)</b>
---

## Efficiency

### *Project support*

At the country level, the COMDEKS Project was usually supported by the UNDP COs in a double function - as GEF Implementing Agency and, sometimes, also fulfilling tasks for UNOPS as Implementing Partner or executing agency under an agreement between the two agencies.

The support was satisfactory in terms of administration and there was good engagement by the UNDP Program Officers with the SGP.

The fact that UNDP COs usually host SGP Country Programmes also helped to assure close contact, coordination, exchange of information and support with other UNDP initiatives.

In two visited cases (Brazil and Indonesia) the SGP activities (including COMDEKS ones) were implemented by a national NGO in agreement with UNDP, as contemplated in the SGO Operational Guidelines. This arrangement did not show any significant difference in terms of Project efficiency compared to the UNOPS modality in terms of Project support.

### *Partnership arrangements*

This issue was already addressed in detail in section 3.1.9 Management arrangements. The conclusion from the visited countries is that partnerships were well managed with all involved partners according to the specificities of each SEPLS (Government, academia, NGOs, etc.).

None of the interviewed partners complained about the partnership arrangements. Perhaps the most common complaint was from the SGP Country Programmes about the insufficient funding they received to handle the additional load represented by the implementation of the COMDEKS Project in addition to their regular small grants operation.

There were also some complaints about the initial location of the COMDEKS PMU and the overall project under a unit different than SGP, considering that the field implementation work was done by SGP. The reasons for that decision seemed to rest in the way that this Project emerged and was negotiated institutionally by UNDP and the MOEJ. Moreover, both SGP/CPMT and COMDEKS PMU were under the supervision of the Head of the LECRDS (Low-Emissions, Climate-Resilient Development Strategies) team.

### *Use of local capacity in implementation*

The use of local capacities in project implementation is a well-known feature of the SGP worldwide that was used and improved during the implementation of COMDEKS in the different SEPLS. The “accompanying organizations” (NGOs, academic and other) mechanism to help CBOs and other local organizations to design and implement their projects is well established and these organizations were actively engaged by CBOs. In fact, this is an area in which the SGP has very relevant experiences to share with other large, medium and small projects aiming to use local capacities for implementation, and in the case of the implementation of COMDEKS were well used.

### *Lessons learned about efficiency*

Some comments emerging from the collected evidence are as follows:

- The project management costs have been lower than the regular SGP costs. On the other hand, some previous studies indicate that the efficiency of SGP is comparable or better than the average of GEF projects. These two elements support the point made in several interviews about the insufficient contribution of COMDEKS to cover the additional management costs that the SGP NCs incurred to implement COMDEKS. Therefore, this aspect should be taken into consideration in the design of future interventions following the COMDEKS model of using SGP as the vehicle for field work and grant delivery.
- In financial terms, the information about financing and co-financing (see Section 3.4) shows that COMDEKS was very efficient in both grantee co-financing and SGP parallel co-financing, as both targets can be considered as satisfactorily achieved.

Based on these elements, the Terminal Evaluation rating for Efficiency is Highly Satisfactory.

<b>RATING OF EFFICIENCY: HIGHLY SATISFACTORY (6)</b>
--

### 3.3.4 Country ownership

From all evidence and comments already provided it is obvious that the level of country ownership is high. Some key elements supporting this assessment are the alignment of SGP activities with country priorities, the composition of the National Steering Committee with a broad majority representing different governmental and non-governmental organizations (academic, NGOs, etc.), and the comments collected during the evaluation in meetings with persons working in governmental organizations and NGOs at regional and national level.

On this point, it is important to highlight that this country ownership is much more related to SGP than to COMDEKS specifically. The reasons for such a distinction are obvious, SGP has been active in all visited countries for many years, while each COMDEKS Phase had a relatively short time frame (two to three years in average). Therefore, while interviewed people knew and remembered COMDEKS well, what they perceived as the main, long-term process of supporting CBOs and NGOs active in the GEF focal areas, is the one carried out by SGP.

### 3.3.5 Mainstreaming

#### Knowledge management

Knowledge management to mainstream the experience and lessons learned by COMDEKS is a key component of this Project, so much so, that one of its two main components is focused on this issue.

The activities carried out under this component included traditional ones such as participation in events and meetings, and these were presented before in Section 3.3.1, providing evidence that all agreed indicators in this area were achieved and many were exceeded.

One relevant aspect of COMDEKS in this area was the use of a Knowledge Management platform in the form of a website and electronic newsletter. As these are very dynamic tools, a detailed analysis of its contents was conducted in October 2017, almost at the end of the Terminal Evaluation data gathering process, and summarized in Annex 4. This analysis shows the significant amount of resources and materials available through this platform, as well as the efforts made to maintain a regular flow of materials and information from all participating countries to all interested parties. Many of these materials were, in due course, disseminated through the networks of the COMDEKS partners and other organizations with similar goals.

One interesting aspect, from the dissemination/mainstreaming point of view is the relatively large number (32) of videos available on the You Tube platform prepared by the different participating countries showing different aspects of their field work.

While the rating of this aspect is not included as such in the TE Guidelines used for this evaluation, there is enough evidence to rate this aspect as Highly Satisfactory, if this were required.

#### Positive and negative effects on local population

Given the nature of the SGP in the different countries where COMDEKS was implemented, the main effects of the project take place with the local population. According to the people interviewed in the field, they all agree that the effects are very positive in many aspects such as empowerment, organization, training, critical funding to undertake new initiatives, contacts with other organizations (governmental, academic and others), contacts and support for communications, marketing, etc., contacts to receive additional funding, etc.

There are so many positive effects perceived by the local population, including obviously those resulting from the COMDEKS intervention, that it is really hard to find people with negative views or grievances with the SGP.

#### Conformity with UNDAF and CPD

As presented before in the country ownership and relevance sections (3.3.2 and 3.3.4), the SGP UCP are well aligned with the UNDAF version used at the Project design moment. This alignment includes the COMDEKS activities as they were an integrated component of the SGP portfolio in the different countries. This consistency is also extended to the Country Program Document Framework (CPD), which is an instrument aligned with UNDAF.

## Contribution to preparedness and coping with natural disasters

Different COMDEKS supported activities in all visited countries contributed significantly and in different ways to preparedness and coping with natural disasters at community level.

Supported actions such as diversification of agricultural sources of income, sustainable production, renewable energy, soil and water conservation, water management, grassland/animal fodder improvement, among others, contribute significantly to reduce the impacts of climate events ranging from drought and extended dry-seasons to excessive and/or intense rainfall events leading to soil erosion, crop losses, loss of grasslands productivity, etc. All these impacts have significant effects on the livelihoods of small and medium farmers dependent on their agricultural activities and hit by such extreme climate events.

Obviously, the impacts of climate change are different across the 20 COMDEKS SEPLS, affecting livelihoods and resources in different ways. Therefore, a detailed presentation specifically illustrating the actions undertaken at each SEPLS exceeds the purpose of this Report. What can be said, as a summary, is that in all seven SEPLS visited and the remaining 13 whose documents and reports were reviewed, the collected evidence shows that several COMDEKS-supported activities in all visited countries contributed significantly and in different ways to preparedness and coping with natural disasters at community level.

Therefore, and even when most COMDEKS-supported activities were not specifically labeled as preparation for or reduction of the impact of natural events, the very nature of these activities in the different countries implies that there was a significant contribution to improve the resilience of local communities to natural disasters, as well as to socio-economic and other environmental challenges, of course.

## Consideration of gender issues

While COMDEKS did not have a specific gender component or gender indicators (besides a general indication about disaggregation of one indicator by gender), its implementation was conducted with a clear gender approach in the broad sense, meaning the incorporation of women and other disempowered groups such as indigenous peoples, youth, poor and others stood at the core design of all its activities.

From the field visits conducted during this Terminal Evaluation, as well as from the reviewed information and interviews, the incorporation of women, youth, elderly, indigenous peoples and other disadvantaged or vulnerable groups is evident in almost all projects supported by COMDEKS and SGP.

COMDEKS/SGP directly supported many of the organizations in which these disadvantaged groups participate as well as other activities targeting the different activities of those groups (domestic, productive, educational, training, organizational, funding, marketing, etc.).

### 3.3.6 Impact

#### Impact strategy of COMDEKS

The first aspect to be highlighted in this regard is that COMDEKS pursued impacts at the landscape level in the chosen SEPLS in each participating country. That definition means that impacts are pursued at the family/group/community levels, as in many other projects (e.g SGP ones), but also at a more aggregate level: the landscape. Landscapes have a variety of ecosystems and usually include many communities, forming a hierarchic level significantly more complex than the previously mentioned ones.

Moreover, and adding to complexity, COMDEKS aimed at integrated impacts. That means not only individual sectoral impacts such as economic, environmental, social or other, but at impacts that have components of all of these and are able to generate changes in all of them as well as their interactions.

The COMDEKS strategy was based on an intervention strategy that included the following steps:

1. Landscape selection (SEPLS) at country level through a participatory multi-stakeholder process involving different sectors (Government, civil society, academia, CBOs, etc.). The SGP National Steering Committees were the appropriate structures for this process, supported in many cases by NGOs or consultants. Diverse landscapes across the world require locally-adapted solutions to meet the needs of stakeholders and conserve the wealth of ecosystem services, biodiversity, cultures and knowledge found within socio-ecological production landscapes and seascapes.
2. Participatory Landscape-wide Baseline Assessment. Once a landscape was identified, a participatory baseline assessment of the current status of the landscape and community resilience was conducted. In many cases, this assessment was carried out or supported by academic organizations, NGOs, etc. The Resilience Indicators Toolkit guided the assessment.
3. Participatory Landscape Strategy. The results of the previous landscape baseline assessment were used as a basis for setting goals, and identifying desired outcomes and key measures and strategies for community-based actions in the form of a Landscape Strategy. Each COMDEKS SEPLS developed its own Landscape Strategy and, based on this experience, a unified format/template was developed by the COMDEKS PMU. Landscape-level outcomes included maintenance and enhancement of ecosystem services and biodiversity, strengthening sustainability of production systems and improving food security, developing and diversifying livelihoods and income generation, and strengthening institutions and governance systems at the landscape level. This process of social learning promotes the conditions for achieving long-term biodiversity conservation by building the capacity of communities to learn about the complexity of interactions in the landscape and promoting changes in behavior.
4. SEPLS community projects funded by small grants. In each SEPLS, the Landscape Strategy was implemented through a series of projects, funded by small grants from COMDEKS and parallel SGO co-financing, designed by local community organizations with the overall long-term objective to enhance socio-ecological production landscape and seascape resilience by developing sound biodiversity management and sustainable livelihood activities with local communities.

5. Ex-post baseline assessment. After the completion of the grant projects, an ex-post baseline assessment was conducted in each landscape, in many cases by an organization different than the one that conducted the initial one (step 2) in order to assess the impact of the activities in the landscape.
6. Knowledge Management. Results from on-the-ground activities were reviewed and analyzed to distill and disseminate lessons, which can be replicated in other parts of the world and communicated to policy makers for coherent policy development.

### Achieved Impacts

Based on the strategy to achieve impacts summarized above, field visits to the seven selected countries showed visible impacts of the COMDEKS project on the ground in all areas addressed by the Impact strategy as well as some others of high interest.

Beginning with the steps of the planned Impact strategy, all four initial steps described in the above section and its relevant products and outcomes were achieved in all COMDEKS countries. Step 5 was completed in all countries except Nepal due to the terrible devastation caused in the Nepal SEPLS by the 2015 earthquake.

The remaining countries, working in a well-articulated way with the PMU knowledge management activities, carried out the final step. That process ended in a good number of publications, videos, photo-stories, knowledge exchange meetings, and the COMDEKS Newsletter that disseminated field experiences, results, lessons learned, methods and tools, etc.

Therefore, from a formal, documented, point of view, the COMDEKS project generated, in the expected participatory way, all the products envisioned as necessary to achieve impact.

The next question is, what is the level of impact achieved in the field, in the communities and landscapes? To answer this question, it is necessary first to establish that **impact is defined in terms of all changes to the wellbeing of the persons and/or the environment** than can be attributed to the actions supported by COMDEKS. This is a restrictive definition, but useful in focussing on the answer to the previous critical question.

In terms of the wellbeing of the local population, the impact of COMDEKS actions either funded by COMDEKS or SGP parallel co-financing is clearly visible in all groups and communities visited in the seven countries constituting the evaluation sample. Therefore, it is reasonable to expect a similar situation in all COMDEKS countries.

For a detailed account of the visits to the seven countries, Annex 9 presents the country Initial Findings from each visit, prepared immediately after the visit and including the key aspect emerging from it.

For a summary view of activities, impacts and lessons learned in all 20 countries, Annex 4 presents a summary of them for each COMDEKS country, taken from the different existing reports and publications.

The evidence emerging from the information summarized in the Annexes listed above shows that the constructions, crops, management practices, trees, nurseries, grassland enclosures, tourism paths, infrastructure, equipment, etc., developed or purchased through the almost 400 COMDEKS / SGP grant projects can be found in the field, in the hands of the persons and groups that have them and they are being used as expected, even after the one to two years that have passed since the end of COMDEKS funding.

The reason why they are being kept and used and replicated by others is, again and again, quite simple: they work. Local farmers, persons and groups find that they are useful, that their productive activities have improved, in many cases that their incomes have also improved, that the impact on the environment was reduced, that there are visible signs of environmental benefits (new trees and bird species, less erosion, better water, more water, more grass, better plant cover, etc.). In other words, these are things that are not maintained because a Project is paying for it, but they are kept because they have proved useful.

Going beyond actual products and activities in the field, another significant area of impact is the new network of relationships and joint actions that emerged because COMDEKS used a process that brought local people, groups, NGOs, local governments together and provided the opportunity to work together in understanding their landscape and in strategizing what they wanted in terms of goals and indicators for the future and concrete actions (grant projects) to move forward.

This joint work among persons and groups that know each other superficially or not at all before this process, led to a number of realizations about the other stakeholders in the landscape and the communities, finding common interests, common goals, common challenges, etc., that led, almost obviously, to increased networking and collaboration among them.

This networking and collaboration process did not end with the COMDEKS funding. Since the activities were meaningful and the basic networking was in place, these activities also continued and evolved into more sophisticated forms as described below.

In some cases, the existing networks and collaborations that existed before COMDEKS were strengthened and continued (like in Brazil). In other cases, new stakeholders were attracted to the SEPLS (NGOs, academic organizations, etc.) and they were integrated into the local social fabric, remaining there after the end of COMDEKS (as in Indonesia, Turkey, Ethiopia, Ecuador, Costa Rica). In a few cases, where local groups were isolated from each other (as in Mongolia) the joint work promoted by COMDEKS led to better knowledge and collaboration about the groups and the advantages and empowerment resulting from this organization led them to keep this new level of organization, coordination and influence that they gained. In a few cases, and probably Turkey is the most obvious of the visited, the level of interaction and empowerment gained by the joint actions and the incorporation of new stakeholders led to the organization of formal networks, or associations of groups of producers, NGOs, practitioners, CBOs, etc., coming together to push for common interests and actions, gaining capacity to influence local governments in some areas, projecting their activities outside their original SEPLS and even starting to influence some specific national policy areas.

Obviously, progress has not been the same in all SEPLS and they have not all adopted the same mechanisms. This is, in fact, a very good signal that the process in each SEPLS is responding to the specific local characteristics and not to theoretical, pre-planned, fixed structures defined elsewhere.



These impacts provide evidence that the general strategy implemented by COMDEKS worked well and led to valuable processes. It also provides evidence about the usefulness of its tools, even when some of them (as the Resilience Indicators) still need some additional work.

The fact that the current stage of evolution of the processes at the different SEPLS are different, also points to the need to maintain some kind of support to them to ensure that the momentum and direction are kept (see following sections on sustainability).

Based on these elements, the Terminal evaluation rated Impact at the highest level: Significant.

<b>RATING OF PROJECT IMPACT: SIGNIFICANT (3)</b>
--

### 3.3.7 Sustainability (\*)

After the presentation of the COMDEKS project impacts in the previous section (3.3.6), it is obvious that sustainability of the results changes from site to site depending on the time since the local groups in those sites began to operate, the maturity level they have reached and the nature of the sustainability aspects considered. The different aspects are briefly analyzed, presented and rated as follows. These analyses are solely based on the evidence collected in the field during the visits to the seven countries where COMDEKS was implemented and included in this Report.

#### Financial resources

This analysis is focused only in those activities aimed at generating financial benefits; this group is significant in the overall list of COMDEKS funded grants, but far from being all of them.

In the mentioned projects, the financial risk of the different sites is not equal but, in general, all of them are generating enough financial benefits to the local groups that they continued with them 18-24 months after the end of COMDEKS support. Moreover, most of them were replicated by other persons and groups not reached by COMDEKS and also extended by the same COMDEKS partners after the COMDEKS implementation period. Good examples of these activities observed in the field were the use of greenhouses and wind-powered irrigation in Mongolia, fodder production also in Mongolia, bee keeping and honey production in several countries, particularly in Turkey, vegetable cultivation under improved irrigation in Indonesia, fruit tree planting in Indonesia, responsible fishing in Turkey, cattle fattening combined with grass cut-and-carry from enclosed grasslands in Ethiopia, aquaculture based on native fish species in Ecuador, *fariña* (tapioca flour) production in Brazil, collection, harvesting and processing of indigenous fruits and nuts in Brazil, intensification of cattle production in stalls in Costa Rica, etc.

Therefore, the overall rating for financial sustainability is “likely”, considering that most probably local persons and groups will not abandon activities that generate improved financial benefits for them.

<b>RATING OF FINANCIAL SUSTAINABILITY: LIKELY (4)</b>
---

## Socio-economic

The socio-economic sustainability of the achieved results is high; in other words, the risks in this area are negligible. This evaluation is based on the high level of acceptance of the funded activities by the local groups. This acceptance is strengthened by the fact that the implemented activities are identified, proposed and implemented by the groups, improving the sense of ownership and eliminating (or significantly reducing) the impact of cultural and social issues that may affect the achieved results. In economic terms, there is no significant reason to expect that market conditions for the different activities and products are going to change dramatically.

In relation to the activities whose main purpose was not financial, such as capacity building (all sites), local governance and networks (all sites), illegal fishing control (Turkey), and empowerment of women groups (Turkey, Ethiopia, Costa Rica, Ecuador), the evidence collected during the field visits shows that all these initiatives are alive and active, in many cases with more participants than at the time when COMDEKS was running. Moreover, some networks generated from the COMDEKS process are now extending themselves and their activities outside the original COMDEKS SEPLS.

Therefore, the rating for this aspect of sustainability is that it is “likely”.

### **RATING OF SOCIO-ECONOMIC SUSTAINABILITY: LIKELY (4)**

## Institutional framework and governance

The institutional framework was supportive of most COMDEKS supported activities. It is necessary to highlight that this support shows variation across levels; it is very strong at the local level where both local governments and local agencies and officers of national Governmental organizations participate and can directly see the benefits of the COMDEKS and SGP activities.

Better production techniques, food security improvements, development of economic alternatives based on the use of native species, community organization, sustainable soil and water management, agroforestry, rural tourism, and other activities are all initiatives promoted and supported by Government at its different levels, but they are more visible at the local level generating more active support. At the national level, the support exists because, as mentioned before, Governments support these activities, but the level of engagement is generally less enthusiastic. Interviews with different Governmental officers during the Terminal Evaluation reinforce this assertion.

If this trend continues, even in just some countries, that means that the existing activities will continue at the local level where they began because of the other sustainability factors already rated (financial, social) but the institutional framework may lose interest on them and, eventually, some components of the local governance (e.g. local governments and local agencies of Governmental institutions) may end pursuing other agendas instead of those originated in COMDEKS.

Based on these considerations, the rating for this aspect is conservatively considered as “moderately likely”.

### **RATING OF INSTITUTIONAL / GOVERNANCE SUSTAINABILITY: MODERATELY LIKELY (3)**

## Environmental

The environmental sustainability of the activities is difficult to assess because of its complexity and the variety of situations, ecosystems, and ecological conditions and threats.

All visited SEPLS are already under the influence of the three-convergent crisis (climate change, biodiversity degradation and extinction, and land degradation and desertification).

None of the SEPLS have any capacity by themselves to influence the rhythm of progress of climate change. What they have are some possibilities to deal successfully with the other two issues at the local level, but always with the caveat that there is a need to articulate activities at the landscape level, including actions that cut across the landscape requiring the concerted action of many communities to be successful.

This level of coordination between communities across the landscape has not been fully achieved in any of the visited SEPLS. There is major and significant progress in each of them, but all still have a long way to go. The short experience with COMDEKS (2-3 years in each country) opened processes and developed contacts, and joint work among groups has improved, and in some places governance and networking are growing in a strong way. But even in the most advanced places (Ecuador, Turkey) there are no evident visible changes in the landscape and the groups and networks are still addressing single issues and just beginning in some cases to articulate them in more integrated approaches.

This situation is not a COMDEKS failure. To the contrary, these processes, or merging of community actions in effective local governance systems able to influence and shape the landscape, do not happened in a mere 2-3 years, they take much longer periods, additional concerted efforts among more stakeholders, and more dedicated resources (financial, human, political, etc.). In fact, it is strikingly noteworthy how much COMDEKS supported processes progressed in a short period of time. Therefore, pointing to the current situation as short of the ideal is not a criticism of COMDEKS but a basic recognition of the realities of socio-ecological processes.

Therefore, and considering that there are two opposing processes: the three-pronged crisis and the landscape-based process to address them, and the speed at which both are moving, the TE rates this aspect, optimistically, as “moderately likely”.

<b>RATING OF ENVIRONMENTAL SUSTAINABILITY: MODERATELY LIKELY (3)</b>
--

Based on the ratings of all considered factors, the overall sustainability rating is “moderately likely”, as the UNDP Guidelines define that this overall rating cannot be higher than the lowest rated aspect.

**OVERALL RATING OF SUSTAINABILITY: MODERATELY LIKELY (3)**

## 4. CONCLUSIONS, RECOMMENDATIONS & LESSONS

### 4.1 Conclusions

After reviewing documents, interviewing a broad range of stakeholders, partners and beneficiaries, and visiting and observing several field locations of COMDEKS activities, the main conclusions of this Terminal Evaluation are:

*Regarding the COMDEKS Project implementation*

1. The COMDEKS Project was relevant to the objectives with which it must maintain consistency (Satoyama Initiative, Aichi Biodiversity Targets, GEF, UNDP, SGP, countries and landscape stakeholders). This conclusion is based on the evidence presented in Section 3.3.2.
2. The project has completed the planned activities and successfully achieved the agreed indicators, exceeding many in significant proportions (see Section 3.3.1)
3. The project has operated above the historical average efficiency of SGP projects. Some previous studies have shown that its level of efficiency is good in relation to the general population of GEF funded projects financed. It is necessary to explore in future replications of this implementation model (field implementation through SGP) the need to increase the project contribution to the SGP management costs to cover the additional work demanded.
4. The project has achieved numerous impacts that are evidenced in part by what is stated in Section 3.3.6. These impacts at the level of the SEPLS have multiplied and far exceed the initial investment and scope of their activities. In this sense, the project has worked as a real "incubator" of initiatives that have developed and prospered beyond COMDEKS support.

*Regarding the landscape approach, its implementation and instruments as developed and used by COMDEKS:*

5. In terms of the landscape approach adopted by COMDEKS, rooted in previous initiatives (Satoyama Principles, SGP COMPACT, SGP SPA-CBA) and further developed in terms of concepts and instruments by COMDEKS, it can be said that the approach was fully validated by this project experiences. Moreover, it becomes more evident that the landscape level is the appropriate next step in relation to the community level in the bottom-up processes towards sustainability. The achieved impacts in a relatively short time and their permanence after the end of COMDEKS funding at country level (at least 18-24 months) are elements supporting this conclusion.
6. In this regard, COMDEKS contributed significantly to the consideration and use of the concept of landscape resilience, as well as to several instruments that were absent in previous processes based on the landscape approach (e.g. COMPACT. SPA-CBA) such as those presented below.
7. COMDEKS validated the importance of having a participatory baseline assessment of the landscape (that may include Protected Areas) as the first stage of the landscape process. This participatory baseline assessment fulfills several goals, such as connecting the different landscape stakeholders and facilitating their interaction, developing a common view of the landscape and its desired future, agreeing on priorities of intervention for the landscape, and, as the logical consequence, establishing or strengthening the basis for local networking, knowledge management, and effective local governance. Moreover, the participatory assessment of the landscape resulted in valuable learning processes for all participants.

8. The resilience indicators and the associated toolkit played an important role in the participatory ex ante and ex-post baseline landscape assessment carried out by COMDEKS. But it is necessary not to confuse these things: the participatory landscape-wide baseline assessment is almost a mandatory process required to launch the landscape management process, while the resilience indicators are one of the instruments (together with the use of interactive mapping exercises and others) used to mobilize that process.
9. The resilience indicators were useful to initiate many interesting discussions in target socio-ecological production landscapes and seascapes (SEPLS). The application of the resilience indicators helped target communities to better understand issues related to resilience of socio-ecological production landscapes and seascapes and how it affects their daily lives, including their health and incomes. On the one hand, their application was relatively time-consuming and the time allocated for explaining the indicators and completing the assessment was too short for some. Additionally, in some SEPLS project teams or partners raised the issue that some concepts were difficult to translate according to the local conditions to be understood and managed by the local stakeholders. In most cases, these Indicators were piloted with support from more specialized organizations (Universities, NGOs), which adapted the indicators to the local conditions and finally carried out the assessments with the pertinent adaptations. While it can be discussed whether or not some concepts and indicators are the most suitable for the landscape assessment process, it is important to highlight that the structure of this evaluation and the use of local perceptions to establish a baseline, assess local needs, and develop a landscape strategy are very valuable characteristics of this instrument, and that they should be continued despite eventual reviews or updating of individual indicators.
10. The strategy sequence used by COMDEKS (landscape identification, participatory baseline assessment, participatory strategic planning, project identification, preparation and funding, and ex-post evaluation) can be taken as a validated, useful format for future interventions at the landscape level. Local networking is a process that emerged almost naturally in every SEPLS and in some cases these networks formalized themselves after the end of COMDEKS.
11. One emerging issue raised several times during the process was that the time available to fund grant-projects by COMDEKS (12-24 months) collided with the need to provide longer-term support to the SEPLS to ensure the development and strengthening of sustainability mechanisms such as networks, governance platforms, and knowledge management mechanisms. In most visited places (Indonesia, Ethiopia, Turkey), these mechanisms were established after the end of COMDEKS funded activities on the ground, by the COMDEKS partner organizations funded from different sources (self-funding, SGP, other sources). This fact shows high commitment but they also entailed a higher fragility and, probably, their slower development given the scarcity of support and resources.
12. The above issue highlights an inconsistency between what is emerging as best practice (a minimum 4-5-year period to carry out a COMDEKS-type programme) with the usual 3-4-year programming cycle - coherent with each GEF Operational Phase - of the non-upgraded SGP Country Programmes. A possible solution would be to extend the COMDEKS processes through two consecutive SGP cycles corresponding to two GEF Operational Phases, but this solution will require a level of commitment from the GEF that still needs to be secured and approved.

## 4.2 Recommendations

### 4.2.1 Corrective actions for the design, implementation, monitoring and evaluation of the project

1. The landscape approach needs a more detailed description of the landscape concept. This concept should be better understood than “territory” (a geographical concept) or “a group of communities” (demographical). It is necessary to highlight the existence of ecological relationships across the landscape in terms of ecological connectivity, corridors, processes linking different landscape areas such as water runoff and water courses and bodies, etc., as well as socio-economic characteristics such as value-chains, predominance of ethnic groups, etc. Probably some guidelines are also needed in terms of size of the landscape (either by area or population or a combination of both). A small project based on small grants to community groups for projects cannot manage large areas as landscapes. Probably, it is also necessary to envisage the level next to landscape in the hierarchy, either in ecological terms (as ecoregion) or in administrative terms (as province or similar), in order to help identification of the SEPLS. The COMDEKS publication “Communities in action for landscape resilience and sustainability” provides a starting point in this regard that can be used to have a better concept for the design of new projects and interventions using the landscape approach.
2. The landscape baseline assessment process is an essential step that should be maintained. Several instruments can be used to do that. The Resilience Indicators Toolkit seems to be a good one but still needs additional improvements. Therefore, it is recommended to maintain the participatory landscape baseline assessment and planning as a key step of the landscape approach, while working on improving the Resilience indicators tool. It is also useful to highlight that the COMDEKS team is currently developing a publication on lessons learned from the use of the Resilience Indicators in COMDEKS participating countries.

### 4.2.2 Actions to follow up or reinforce initial benefits from the project

3. Promote and provide some support to the continuation of the processes active in the different SEPLS, mostly about local networking, knowledge management, local governance strengthening, development of projects to maintain or expand COMDEKS processes into the same or similar SEPLS, etc.
4. In some countries where COMDEKS was implemented, there are other projects that are providing continuation to the COMDEKS SEPLS (e.g. Indonesia and other SGP Upgraded Country Programmes). In many others, the new landscapes prioritized for OP6 are different than the COMDEKS SEPLS. These are the countries where the continuous support activities mentioned in the previous point are most needed.

### 4.2.3 Proposals for future directions underlining main objectives

5. While COMDEKS and its predecessors created a good knowledge base for the implementation of the landscape approach, definitively this process is not complete and, moreover, despite COMDEKS efforts is still not widely known. Therefore, there is a need for more initiatives in this area. The fact that SGP is taking the landscape approach as a key component of its work in more than one hundred countries is an excellent step in this direction: the fact that the budgets in most of these countries is quite small is an indication of the existing funding limitations to pursue the landscape approach at a broader scale. Despite this limitation, it is important to highlight that under limited funding conditions, the landscape approach is even

more necessary since the geographic focus and the landscape planning help achieve economies of scale in SGP Country Program management as well as synergies among projects in the landscape.

6. The obvious conclusion of the previous point is about the need for additional funding to support this effort, and obviously the donors that funded such a successful project as COMDEKS would evidently be the expected supporters of additional initiatives in this direction.
7. The COMDEKS landscape approach provides a programming framework for SGP Country Programs that is operationally and financially efficient because it leverages economies of scale, promotes synergies among projects for potentially greater and more sustained impacts, and empowers local stakeholders to continue to act to build their socio-ecological resilience through learning-by-doing and enhanced local governance. Therefore, SGP as a whole, should consider strengthening its country programming by adopting a multifocal landscape approach (like the COMDEKS approach) and approaching GEF and other donors to help finance it.

#### 4.2.4 Best and worst practices in addressing issues relating to relevance, performance and success

8. From the perspective of the TE, the best practice implemented by COMDEKS was its strategy to implement the landscape approach at the local level in a participatory way; that is the sequence of landscape identification, participatory baseline assessment, participatory strategic planning, project identification, preparation and funding, and the participatory ex-post evaluation.
9. From the same perspective, a practice to be strengthened is the landscape identification. While this practice did not preclude the implementation of satisfactory processes and achievement of very good results, a more consistent selection of landscapes will help the exchange of experiences and the design and use of instruments. The reasons for this weakness probably can be traced to a deliberately simplified conceptualization within this pilot project (COMDEKS) of what is a landscape and of how it can be demarcated, coupled with the limited experience of many SGP NSC in dealing with this new approach and practice. Both the shared understanding of what a landscape consists of and the capacities of the SGP NSC benefited significantly from the lessons learned from implementing COMDEKS, and it is reasonable to expect that successive iterations of the landscape planning/management process in the SEPLS will strengthen this aspect.
10. Considering that SGP is the best positioned vehicle to mainstream the landscape approach, it is recommended to SGP to have a much better definition of the landscape approach for GEF OP7, than the one provided in its Guidelines for OP6. A relevant contribution for this task is in the Guidelines for Assessing Socio-ecological Production Landscape and Seascape (SEPLS) Performance and Developing a Landscape Strategy produced for the SGP Upgrading Country Programmes. It is expected that the current participatory review commissions by CPMT of the SGP OP6 landscape/seascape approach will produce such improvements.



## **ANNEXES**

- ANNEX 1. Evaluation ToR**
- ANNEX 2. Evaluation Questions Matrix**
- ANNEX 3. Summary of COMDEKS projects, achievements, impacts and lessons learned by country**
- ANNEX 4. COMDEKS Knowledge Management. Website content analysis**
- ANNEX 5. COMDEKS M&E: Analysis of elements and activities at landscape and grant-project levels by country**
- ANNEX 6. List of documents reviewed**
- ANNEX 7. Itineraries for all Country visits**
- ANNEX 8. List of persons interviewed**
- ANNEX 9. Country Findings Reports**
- ANNEX 10. Summary of previous evaluations of SGP countries implementing COMDEKS**
- ANNEX 11. Evaluation Consultant Agreement Form**
- ANNEX 12. Terminal Evaluation Report Clearance Form**

## ANNEX 1. EVALUATION TERMS OF REFERENCE

### TERMS OF REFERENCE

#### Terminal Evaluator for the Community Development and Knowledge Management for the Satoyama Initiative (COMDEKS) Programme

<b>Type of Contract:</b>	Individual contract
<b>Location:</b>	Home based with mission travel
<b>Category</b>	Sustainable Development
<b>Languages Required:</b>	English
<b>Starting Date</b>	10 January 2017
<b>Duration of Contract:</b>	15 November 2017
<b>Supervisor:</b>	UNDP-GEF Project Manager

#### Background:

The implementation agreement on the Community Development and Knowledge Management for the Satoyama Initiative (COMDEKS) programme was signed between UNDP and the Secretariat of the Convention on Biological Diversity (UNEP/SCBD) in June 2011, on behalf of the partnership of the Ministry of the Environment of Japan (MOE-Japan), Secretariat of CBD, UNDP, and the United Nations University (UNU-IAS) as the flagship programme of the International Partnership for the Satoyama Initiative (IPSI), allowing this global programme to work on the regional/geographical level.

Funded by the Japan Biodiversity Fund set up within the CBD Secretariat, the COMDEKS programme is implemented by UNDP and delivered through the GEF Small Grants Programme (SGP). As part of COMDEKS, small grants are provided to local community organizations with the overall long-term objective to enhance socio-ecological production landscape and seascape resilience by developing sound biodiversity management and sustainable livelihood activities with local communities to maintain, rebuild, and revitalize landscapes. COMDEKS grant making is expected to generate key lessons on community-based best practices to maintain and rebuild socio-ecological production landscapes and seascapes toward the realization of “societies in harmony with nature”, as defined as the vision of the Satoyama Initiative, a global effort to promote sustainable use of natural resources in the landscapes worked in and relied upon by rural communities.

The overall programme objective is to develop sound biodiversity management and sustainable livelihood activities with local communities to maintain, rebuild, and revitalize socio-ecological production landscapes (SEPLs).

Under this overall objective, the COMDEKS programme (hereafter “the project”) further consists of two main components:

1. Community development through small grant-making by using UNDP’s small grants delivery mechanisms, including the GEF SGP and other alternative schemes.
2. Knowledge management for capacity building, replication, and upscaling.

COMDEKS is currently implemented in a wide variety of landscapes in 20 countries around the world (Phase 1 countries: Brazil, Cambodia, Ethiopia, Ghana, Fiji, India, Malawi, Nepal, Slovakia and Turkey; Phase 2 countries: Bhutan, Cameroon, Costa Rica, Ecuador, El Salvador, Indonesia, Kyrgyzstan, Mongolia, Namibia, and Niger), supporting innovations identified by the communities for biodiversity conservation, promotion of ecosystem services, agro-ecosystem management and strengthening of governance systems at the landscape level.

#### Scope of work:

The scope of the evaluation will cover all activities undertaken in the framework of the project. The evaluator will compare planned outcomes of the project to actual outcomes and assess the actual results to determine their contribution to the attainment of the project’s overall objective. It will also attempt to evaluate the efficiency of project management, including the delivery of outcomes and activities in terms of quality,

quantity, timeliness and cost efficiency as well as features related to the process involved in achieving those outputs and the impacts of the project. The evaluation will also address the underlying causes and issues that contributed to targets not adequately achieved.

The evaluator is expected to frame the evaluation effort using the criteria of relevance, effectiveness, efficiency, sustainability, and impact, as defined and explained in the [UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported Projects](#). An overall approach and method for conducting project terminal evaluations of UNDP supported projects can be found in [Handbook on Planning, Monitoring and Evaluating for Development Results](#).

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with SGP National Coordinators (NCs), SGP National Steering Committees (NSCs), grantees, key stakeholders and government counterparts. The evaluator should also interview the UNDP Project Manager, the donor, contact persons from UNOPS (as a responsible party for the project) and from the SGP Central Programme Management Team (CPMT), as well as members of the project board, such as representatives from the MOE Japan, UNEP, UNU-IAS and the IPSI Secretariat. The evaluator is expected to conduct a field mission to 4 participating countries to be selected at a later stage. Interviews will be held with a number of organizations at the global level as indicated above, as well as local, regional and national stakeholders to be identified prior to each mission by each of the NCs of the countries to be visited.

The evaluator will review all relevant sources of information, such as the project document, project reports - including annual reports, project budget revisions, progress reports, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment (all provided by UNDP).

The Evaluation will assess the key financial aspects of the project, including the adequacy and sustainability of project budgeting to deliver on the key objective and outcomes of the project. The evaluation will also assess the degree of reliance of the project on the in-kind contributions of GEF SGP national staff and mechanisms in its delivery. The general scope and purpose of matching grants realized through the SGP will be evaluated in order to assess the opportunities for complementarity between the SGP country-level portfolio and the COMDEKS landscape approach. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data.

The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender.

The evaluator will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements (A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office:

The evaluation report must include a chapter providing a set of conclusions, recommendations and lessons.

### **Expected outputs and deliverables:**

The key product expected from the terminal evaluation is a comprehensive analytical report written in English and according to the provided outline.

The terminal evaluation report will be a stand-alone document that substantiates its conclusions, recommendations and lessons learned. The report will have to provide convincing evidence to support its findings/ratings.

The report, together with its annexes, will be submitted in electronic format in both, MS Word and PDF format.

The consultant is expected to deliver the following:

- Inception Report with detailed methodology and approach of the Terminal Evaluation process (15 May 2017. To be delivered no later than 2 weeks before the first evaluation mission (estimated mission dates: August-September 2017; to be agreed with Supervisor);
- Presentation on initial findings. To be delivered by the end of the second evaluation mission (15 September 2017);
- Draft Final Report: Full report as per required template and including annexes. To be delivered within 4 weeks of the final evaluation mission (10 October 2017);
- Final Report (revised report), including an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report. To be submitted within one week of receiving UNDP comments on draft (15 November 2017).

All outputs will be reviewed and approved by the Project Manager.

**Payment schedule:**

- Inception Report: no later than 2 weeks before the first evaluation mission- 10%
- Presentation on initial findings: at the end of the evaluation mission- 20%
- First Draft Terminal Evaluation Report: within 4 weeks of the final evaluation mission- 20%
- Final Terminal Evaluation Report: within one week of receiving UNDP comments on draft- 50%

**Information on Working Arrangements:**

- The consultant will work from home with mission travel;
- The Consultant will be given access to relevant information necessary for execution of the tasks under this assignment;
- All templates and log frame will be provided by UNDP;
- The Consultant will be responsible for providing her/his own working station (i.e. laptop, internet, phone, scanner/printer, etc.) and must have access to a reliable internet connection;
- Payments will be made upon satisfactory delivery of outputs and submission of a certification of payment form, and acceptance and confirmation by the Project Manager on outputs delivered.

**Travel:**

Two-three missions may be required: Approx. two countries visited during each mission and four-five countries visited overall (one in each region) to be selected at a later stage in collaboration with the donor based on potential value to learning, with approximately 4-5 working days in each country. Approx. 16-20 days in total (estimated mission dates: August-September 2017). Travel may be required for the COMDEKS Global Knowledge Exchange Workshop in Costa Rica (23-26 January 2017); to be agreed with Supervisor;

- The consultant should submit a request with all the meetings planned during each mission at least 7 working days prior to undertaking each mission;
- Any necessary missions must be approved in advance and in writing by the Supervisor;
- The [Advanced and Basic Security in the Field II courses](#) successfully completed prior to commencement of travel;
- Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the [UN Medical Director](#);
- Consultants are required to comply with the UN security directives set forth under <https://dss.un.org/dssweb/>;
- Consultants are responsible for obtaining any visas and security clearances needed in connection with travel with the necessary support from UNDP;
- The consultant will be responsible for making his/her own mission travel arrangements (including travel claims) in line with [UNDP travel policies](#);

- All related travel expenses will be supported by the project travel fund and will be reimbursed as per UNDP rules and regulations upon submission of an F-10 claim form and supporting documents. Costs for airfares, terminal expenses, and living allowances should not be included in the financial proposal.

## **Competencies:**

### **Corporate Competencies:**

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism.

### **Technical Competencies:**

- Demonstrated ability to coordinate processes to collate information and facilitate discussion and analysis of material;
- Technical competencies in undertaking complex evaluations which involve multiple countries and variety of stakeholders;
- Demonstrated strong research and analytical skills.

### **Communications:**

- Excellent writing skills in English;
- Demonstrated knowledge of UN terms, language and style;
- Excellent communication skills and experience in conducting structured interviews with a variety of stakeholders.

### **Professionalism:**

- Demonstrated ability to meet deadlines and work under pressure;
- Demonstrated excellent organizational skills.

## **Required skills and experience:**

### **Education:**

- Advanced (Master or PhD) degree in rural sociology, ecosystem or landscape ecology, agricultural or resource economics or a related field.

### **Experience:**

- Minimum 8 years of relevant professional experience;
- Knowledge of/experience with UNDP monitoring and evaluation policies and procedures;
- Previous experience with results-based monitoring and evaluation methodologies;
- Proven experience with initiatives focusing on rural development, rural land use planning, agricultural development, and natural resource management;
- Proven experience with environmental initiatives with respect to biodiversity, agro-ecology, land degradation, ecosystem resilience and environmental governance as well as in the implementation of environmental policies;
- Recent experience in evaluation of international donor driven development projects will be an advantage;
- Technical knowledge of environmental issues, particularly with regard to biodiversity, agro-ecology and natural resource management, in the target regions (Africa, Asia and the Pacific, Europe and the CIS, and Latin America; countries are listed in the Background section of the TOR) will be an asset;
- Proven experience with environmental policies in the target regions will be an advantage.

### **Language skills:**

- Excellent English writing and communication skills;
- Working knowledge of French or Spanish will be an advantage.

## ANNEX 2. Evaluation Questions Matrix

As defined in the Inception Report and the TOR, the Evaluation Questions Matrix is as follows. The following table summarizes the key aspects of the evaluation process. In the Methodology column, the acronyms stand for: DA - Documents analysis; I - Interviews; DO - Direct observation

Evaluative Criteria Questions	Indicators	Sources	Methodology*
<b>Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?</b>			
• What are the objectives of the Satoyama Initiative? How they relate to GEF Objectives and Focal Areas?	• Correspondence between Objectives	• Satoyama & GEF Documents	• DA + I
• What are the priorities of UNDP and Satoyama Initiative in development and environment?	• Correspondence between priorities	• UNDP Documents	• DA + I
• What are the objectives and indicators of the project?	• Projects Objectives & indicators	• PRODOC & Reports	• DA + I
• What is the level of correspondence between the above? Why? What can be improved?	• Level of correspondence	• Evaluator's criteria	• Comparison analysis
<b>Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?</b>			
• What are the Project Objectives and Outcomes?	• Proposed Objectives and outcomes	• PRODOC	• DA + I
• What are the achievements of the project?	• Achieved Objectives and outcomes	• Project Reports • Partners & beneficiaries • Field observation	• DA + I + DO
• What is the level of correspondence between proposals and accomplishments achieved? Is it satisfying? Why? What can be improved?	• Level of correspondence	• Evaluator's criteria	• Comparison analysis
<b>Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?</b>			
• What are the project implementation costs? How are they structured? Why?	• Project costs and costs structure	• Project information	DA + I
• How many people staff members (permanent and temporary) have the project? Why? What proportions of costs are involved? What human resources were mobilized outside the project?	• Project Staff • Staff from other organizations • Staff from beneficiary organizations	• Project information	DA + I
• What was the cost of the project? What other resources were mobilized? What results achieved?	• Project total cost (GEF + co-financing) • Project direct and indirect benefits	• Project information	DA + I
• In what areas the project was efficient and what can be improved?	• Evaluator's criterion on efficiency level based on other experiences	• Evaluator's criteria	• Evaluative analysis

<b>Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?</b>			
• What are the different types of risks to the sustainability of the project results?	• List of financial, institutional, economic and environmental risks	• Project information • Partners and beneficiaries perceptions • Field observation	• DA + I + DO
• What is the likelihood that these risks actually happen?	• Probability of occurrence	• Project information • Partners and beneficiaries perceptions • Field observation	• DA + I + DO
• How far the most likely risks endanger the permanence of the results?	• Potential impact of the risks on the results	• Project information • Partners and beneficiaries perceptions • Field observation	• DA + I + DO
• What measures have been taken to prevent or mitigate these risks? Are they adequate? What can be improved?	• Existence of prevention and mitigation measures and their degree of relevance	• Project information • Partners and beneficiaries perceptions • Evaluator's criteria	• DA + I + Evaluative analysis
<b>Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status while improving local human wellbeing?</b>			
• What are the major pressures on the environment related to the themes of the project in the region? What are being reduced?	• List of environmental pressures and trends	• Project information • Partners and beneficiaries perceptions • Field observation	• DA + I + DO
• What aspects of the project have improved the ecological situation in the region? And the human wellbeing?	• List of aspects in which the ecological and socioeconomic situation has improved	• Project information • Partners and beneficiaries perceptions • Field observation	• DA + I + DO
• How the project has helped to reduce pressures and / or improve the ecological and/or wellbeing situation? What could have been improved?	• List of achievements and results of the project on related environmental, ecological and socio-economic issues	• Project information • Partners and beneficiaries perceptions • Evaluator's criteria	• DA + I + Evaluative analysis

<b>Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?</b>			
• What are the different types of risks to the sustainability of the project results?	• List of financial, institutional, economic and environmental risks	• Project information • Partners and beneficiaries perceptions • Field observation	• DR + I + O
• What is the likelihood that these risks actually happen?	• Probability of occurrence	• Project information • Partners and beneficiaries perceptions • Field observation	• DR + I + O
• How far the most likely risks endanger the permanence of the results?	• Potential impact of the risks on the results	• Project information • Partners and beneficiaries perceptions • Field observation	• DR + I + O
• What measures have been taken to prevent or mitigate these risks? Are they adequate? What can be improved?	• Existence of prevention and mitigation measures and their degree of relevance	• Project information • Partners and beneficiaries perceptions • Evaluator's criteria	• DR + I + Evaluative analysis
<b>Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?</b>			
• What are the major pressures on the environment related to the themes of the project in the region? What are being reduced?	• List of environmental pressures and trends	• Project information • Partners and beneficiaries perceptions • Field observation	• DR + I + O
• What aspects of the project have improved the ecological situation in the region?	• List of aspects in which the ecological situation has improved	• Project information • Partners and beneficiaries perceptions • Field observation	• DR + I + O
• How the project has helped to reduce pressures and / or improve the ecological situation? What could have been improved?	• List of achievements and results of the project on related environmental, ecological and socio-economic issues	• Project information • Partners and beneficiaries perceptions • Evaluator's criteria	• DR + I + Evaluative analysis



## ANNEX 3 - SUMMARY OF COMDEKS PROJECTS, ACHIEVEMENTS, IMPACTS AND LESSONS LEARNED BY COUNTRY

### COMDEKS PHASE 1 COUNTRIES

COUNTRY	LANDSCAPE	PROJECTS	ACHIEVEMENTS AND IMPACTS	LESSONS LEARNED
Brazil	JEQUITINHONHA VALLEY Challenges: Water availability, Soil: poor land management, erosion, degradation. Income: poverty and rural exodus BD: eucalyptus monoculture	Water: management, piping, supply techniques, reforestation, harvesting systems. Soil: decreasing degradation, terraces, Knowledge: capacity building, monitor activities. BD: reforestation, agroecology, mixed crops, fruit trees, regeneration vegetation.	Water: availability for farmers / families, integrated water management systems: springs and storage systems, cope stresses and shocks. Land: sustainable farming and land management, recovery of degraded areas, and conservation of native vegetation, sustainable production systems. Income / Diversification: income increased, young people staying in rural areas, availability and variety of food, market access. Participation: Strengthening of community organizations, participatory natural resource management agreements.	Knowledge: resilience indicators must be coupled with other assessment methodologies. Adapted to local situations. Participation: local NGO partner proved to be useful, and professional facilitators.
Cambodia	STEUNG SIEM REAP WATERSHED Challenges: soil, unsustainable farming, forest conversion, fertility, Water: retention, lack of water storage, Income: coordination between market and production, landless farmers, illegal logging	Knowledge: community capacity building, eco- tourism skills, Field Farming Schools. BD: forest conservation, fisheries, fish refuge, community protected areas. Participation: women groups, Income / Diversification: ecological resilience, agricultural techniques, women savings groups, multipurpose farming, small livestock (goats). Water: sustainable water supply Land / reforestation: constructing fire roads, nurseries, recovering degraded forest.	Land: rehabilitating upland and low land, reforestation, agroforestry, community forests, community protected areas. Fisheries. Reforestation: fire protection, committees, Income / Diversification: bamboo, pineapple, farming crops, animal culture, bee-keeping, ecotourism. Participation: governance community based organizations.	Participation: involving local government increases local skills. Knowledge: community priorities clearly understood, process moves to action. Positive response. Longer time than 1 - 2 years is needed.

COUNTRY	LANDSCAPE	PROJECTS	ACHIEVEMENTS AND IMPACTS	LESSONS LEARNED
Ethiopia	<p>GILBEL GIBE CATCHMENT</p> <p>Challenges:</p> <p>BD: deforestation, fragmentation of ecosystems,</p> <p>Water: erosion, sedimentation, siltation,</p> <p>Knowledge: lack of awareness, failure of community organizations to plan</p> <p>Soil: farmland expansion on steep slopes,</p> <p>Energy: biomass energy source dependence.</p> <p>Agriculture: low yield due to soil fertility loss.</p>	<p>Soil: closures for cattle, fodder systems, biophysical soil conservation measures, multipplanting options to improve soil conditions.</p> <p>Knowledge: sensitize cooperatives in conservation strategies to feed cattle.</p> <p>BD: restore ecosystems, recovering vegetation, agroforestry, vetiver grass.</p> <p>Income / Diversification: alternative livelihoods, multipurpose plants to feed cattle, aquaculture, recover degraded areas, production and marketing efficient stoves, bee keeping.</p> <p>Energy: efficient stoves.</p> <p>Water: conservation measures.</p>	<p>Soil: and water conservation practices constructions, leguminous trees, planting vetiver and grass, soil bunds, anti-erosion constructions.</p> <p>BD: multipurpose trees, shrubs, grasses, new practices for livestock use, Agroforestry, plant nurseries, animal fodder and bee forage,</p> <p>Income / Diversification: cattle fattening, bee-keeping, cook stove production,</p> <p>Participation: CBOs and conservation cooperatives promoted, strengthening decision-making.</p>	<p>Knowledge: organization process to create area closures for cattle, awareness, generate income opportunities. Lack of management experience, more time to develop. Awareness to relate environmental security and income. Landscape resilience indicators are a challenge to understand.</p>
Ghana	<p>THE WETO RANGE</p> <p>Challenges:</p> <p>BD: habitat destruction, forest degradation.</p> <p>Livelihood: unsustainable farming (slash and burn, illegal logging, bush fires), decrease of agricultural yield.</p> <p>Soil: loss of cover and fertility, landslides.</p> <p>Knowledge: weak to support conservation and production.</p>	<p>Conservation: community wood lots.</p> <p>BD: restoration of forest,</p> <p>Income / Diversification: production technologies, sustainable agriculture, nursery, agroforestry, livestock rearing, beekeeping, fruit trees, cocoa, bamboo, rattan, microcredit system, ecotourism.</p> <p>Knowledge: clubs, schools, demonstration farms, documenting, policy formulation, local capacities,</p>	<p>Income / Diversification: organic agriculture, agroforestry, small scale women farmers, NTFP, honey processing.</p> <p>BD: restoring forest, tree nurseries, indigenous species, regeneration.</p> <p>Participation: traditional rules, community groups for landscape management, municipal/national/traditional authorities/civil WETO PLATFORM.</p> <p>Knowledge: cataloging, surveyed, and documenting, farmer file training schools, demonstration sites, clubs, community schools.</p>	<p>Participation: apathetic due to land tenure system, WETO PLATFORM. Timber Plantation Act: green incentives, COMDEKS planning raises fear of land alienation. Some failure of institutions collaboration raises anxiety.</p> <p>BD: new cash crops take importance.</p> <p>Knowledge: eco-tourism promotes local culture, articulation of elders and youth people.</p>

COUNTRY	LANDSCAPE	PROJECTS	ACHIEVEMENTS AND IMPACTS	LESSONS LEARNED
Fiji	<p>NATEWA -TUNULOA PENINSULA</p> <p>Challenges</p> <p>BD: deforestation, loss of native forest, logging, reforestation is not sufficient, fuel.</p> <p>Soil: loss of fertility, shifting crops, sedimentation.</p> <p>Water: erosion impacts coastal ecosystems.</p> <p>Participation: lack of coordination among communities and organizations.</p>	<p>Knowledge / Participation: capacities to propose, plan and implement projects, govern landscape, link with government. Demonstration farms.</p> <p>Mapping, surveying area, awareness.</p> <p>Gender: women capacity building.</p> <p>Income / Diversification / BD: agricultural bed, bee-keeping, honey production.</p> <p>BD: reforestation, nursery indigenous species, apiculture, mangrove restoration.</p>	<p>Knowledge: maps, staff trained, local communities participation, information to make decisions.</p> <p>Community leader's capacity building, technical partners engaged.</p> <p>Participation: institutional platform, governance institutions, connection with provincial level.</p> <p>Gender: inclusive actions plans.</p> <p>Income / Diversification: tree crops, dalo (taro) and copra, nurseries.</p>	<p>Participation / wellbeing: improved, baseline assessment, articulate stakeholders, engagement of provincial office, realignment of plans, traditional leaders integrated,</p> <p>Knowledge: to generate project proposals at CBOs level. Documentation is needed in gender initiatives to build over experience.</p>
India	<p>HIMALAYA STATE OF UTTARAKHAND</p> <p>Challenges</p> <p>Gender: land managing in female hands due to migration.</p> <p>BD: ecosystem fragmentation, wildlife sanctuaries.</p> <p>Soil: erosion, fertility loss, runoff.</p> <p>CC: variability, drought, and flash floods.</p> <p>Water: drinking water quality.</p> <p>Agriculture: monocropping, two harvests per year, small size holdings.</p>	<p>Energy: alternative sources, micro-hydro, biogas, cook stoves,</p> <p>Income / Diversification: production of fodder, vegetables, better nutrition, ecotourism, handcraft, kitchen gardens species, fruit, dairy, livestock, fodder improvement, value added to crops, market access, aromatic plants, herbs, floriculture.</p> <p>Participation: community sell-help groups, institutional strengthening, community managed fruit processing center.</p> <p>Knowledge: organic farming, food processing women skill training in production, Ayurvedic Herbal Therapy facilities.</p>	<p>Participation: keep consultation during process strengthen engagement. Linkage with authorities, and technical support.</p> <p>Gender: women self-help groups, open bank accounts to finance projects, planning projects,</p> <p>Knowledge: new capacities and skills, appropriate technologies (energy, processing products, cutting wood fuels, processing milk, breed improvements, services centers).</p> <p>Finance: local groups access to finance.</p>	<p>Participation: baseline exercise articulate stakeholders and knowledge above their differences, help negotiating. Meetings during process strengthen social resource. Informal groups, around different issues, essential to organize activities.</p> <p>Finance: Savings and credit groups effective for women livelihoods actions.</p> <p>Knowledge: sharing mapping opens process to build common vision. Indicators exercise build understanding of landscape approach, Community "wealth ranking" facilitated distribution build criteria of project benefits.</p>

COUNTRY	LANDSCAPE	PROJECTS	ACHIEVEMENTS AND IMPACTS	LESSONS LEARNED
Malawi	<p>TUKOMBO KANDE REGION</p> <p>Challenges:</p> <p>BD: deforestation, agricultural expansion, over exploitation of land two shifting cultivation, forest fires, over fishing, over use of wood, crop pests, diseases outbreaks.</p> <p>Soil: loss of fertility</p> <p>Income: diminish because of ecosystem declination.</p>	<p>Income / Diversification: ecotourism, beekeeping, crop diversification, irrigation.</p> <p>Food security: sustainable agricultural practices, seed improvement, fish farming.</p> <p>BD: tree planting, fish sustainable management, livestock diversity,</p> <p>Participation: village saving and loan groups, schools centers to build skills.</p> <p>Energy: cook stoves, efficiency practices.</p> <p>Knowledge: environmental educations centers, schools, CBOs, religious institutions, awareness, skills to sustainable management, tourist training, business management, development and compliancy of bylaws.</p> <p>Water: small scale irrigation.</p>	<p>BD: tourist build facilities to make the area desirable.</p> <p>Participation: youth people trained for tourist operation.</p> <p>Income diversification: tourist operation.</p> <p>BD / Income / Diversification: and productivity, sustainable crop practices, agroforestry, sustainable fish farming.</p> <p>Knowledge: demonstration fish drying racks (to use less wood).</p> <p>Participation / Gender: women and youth empower saving and loan groups (commercial banks support).</p> <p>Village Forest Areas Committees.</p>	<p>Knowledge: landscape assessment awareness beyond the target landscape (investors, practitioners, others).</p> <p>SWOT tools at the beginning is useful.</p> <p>Participation: investigations sensitive issue because may be prelude of alienation of land, explaining projects goals clearly. Landscape approach improve community engagement.</p> <p>Gender: inclusion of women, young population widens the scope of base line assessment.</p> <p>Income: Village Savings and Loan clubs, successful.</p>

COUNTRY	LANDSCAPE	PROJECTS	ACHIEVEMENTS AND IMPACTS	LESSONS LEARNED
Nepal	<p>MAKAWANPUR DISTRICT</p> <p>Challenges:</p> <p>CC: drought, landslide, flood</p> <p>Soil: erosion, loss of fertility,</p> <p>Agriculture: practices, slash and burn, reduction of cultivation cycle, steep land cultivation no appropriate techniques.</p> <p>BD: deforestation, forest fires.</p>	<p>BD: agroforestry, SALT techniques, Water: micro irrigation.</p> <p>Food security: livelihood security, new food species</p> <p>Knowledge: exchange local knowledge, marketing practices, eco-agriculture methods training, documenting traditional knowledge.</p> <p>Participation: farmers cooperatives, credit groups, local conservation groups, collection center to aid vegetable distribution.</p> <p>Energy: cook stoves, biogas, briquettes.</p> <p>Income / Diversification: sustainability, farming profitable techniques, planting fruits, NTFP, commercial vegetables.</p> <p>BD: seed banks.</p> <p>Agriculture: riverbank cultivation.</p>	<p>Knowledge: SALT techniques, agroforestry, sustainable agriculture practices. Attitude and policies around river fishing, change unsustainable production techniques (slash and burn).</p> <p>Income / Diversification: food security, organic agriculture, commercial crops (gourds, tumeric, ginger, nuts, vegetables), drying techniques to sell while far from markets.</p> <p>BD: sustainable fish practices, indigenous species combination with carps, agroforestry.</p> <p>Water: irrigation, drip, canal and multiuse water systems.</p> <p>Participation: linkages between groups, and government and technical supports.</p>	<p>Knowledge: literacy is needed, awareness of sustainable practices.</p> <p>Participation: government support is needed, not everything can be solved at local level.</p>
Slovakia	<p>LABOREC-UH REGION</p> <p>Challenges:</p> <p>Water: contamination PBCs, industrial and domestic pollution.</p> <p>Soil: loss of fertility, contaminated.</p> <p>BD: recovering local water fowl, reforestation, meadows and lowland ecosystems, ecosystem fragmentation, invasive species because of abandoned land.</p> <p>Income: emigration for lack of livelihoods sources, unclear land ownership.</p> <p>Agriculture: intensive</p>	<p>BD: replanting natural ecosystems, local water fowl recovery, recovering of lowland.</p> <p>Income / Diversification: nature tourism, beekeeping, domestic farm animals, markets.</p> <p>Soil: improve flood protection,</p> <p>Water: lowland restoration, water availability.</p> <p>Knowledge / Participation: capacities, local civic association, planning and decision-making, demonstration groups.</p>	<p>BD: traditional agricultural practices, agro-diversity, beekeeping, traditional cattle breeds (goats, sheep, pigs), traditional vegetables and fruit production, water fowl bleedings ducks and geese.</p> <p>Knowledge: educational meetings, marketing, production.</p> <p>Participation: civic associations, building coaching and internships, generating new ideas for sustainable development.</p>	<p>Knowledge: importance of previous experience in UND/GEF projects, long term processes, adequate facilitation, and consultation technical support.</p> <p>Participation / knowledge: long term processes, time is a challenge.</p>

COUNTRY	LANDSCAPE	PROJECTS	ACHIEVEMENTS AND IMPACTS	LESSONS LEARNED
Turkey	<p>DATCA-BOZBURUN PENINSULA</p> <p>Challenges:</p> <p>BD: ecosystem pressure by tourist and residential developers, pollution and habitat destruction land and marine.</p> <p>Water: scarcity.</p> <p>Participation: local stakeholders feel they are not part of the decision-making process, protected area.</p>	<p>Knowledge: materials to develop awareness, fish consumers and restaurants, field research to recover priority forest ecosystems, public events.</p> <p>BD: conservation plans, recover cultural heritage site.</p> <p>Participation: exchanging cooperation and information among groups.</p> <p>Income / Diversification: local almonds productions, processing and fair market trading, ecotourism, income increasing by production of aromatic and medicinal plants.</p>	<p>Knowledge: field researches to recover habitats, dissemination, TV, fishermen and restaurants certification. Recovering cultural values path and sites to tourism.</p> <p>Training in conservation and monitoring.</p> <p>Gender: visualization of fisherwoman, improving their livelihoods, microfinance groups participation in cooperatives and other decision-making groups.</p> <p>BD: efficiency to produce local almonds, organic production, medicinal and aromatic herbs, conservation plans to protect endangered mammals.</p> <p>Participation: almond producer's cooperatives,</p>	<p>Participation: gaining attention of local authorities is important. Network among COMDEKS grantees and communities starting from base line assessment should be formalized.</p> <p>Income: some interventions like almond peeling machine own by a local cooperative improve other project elements,</p> <p>Knowledge: importance of the education center created, amplifies dissemination of landscape approach, importance of different initiatives of public information exchange and dissemination.</p>

## COMDEKS PHASE 2 COUNTRIES

COUNTRY	LANDSCAPE	PROJECTS	ACHIEVEMENTS AND IMPACTS	LESSONS LEARNED
Buthan	GAMRI WATERSHED BHUTAN Challenges: watershed restoration and sustainability three zones: altitude from 4000-700, land degradation, flaps floods, landslides, water drainage wildlife conflicts, over grazing, drying water sources.	Water: Catchment rehabilitation, forest fire management. Landscape: Integrated landscape management: Agriculture: sustainable agriculture. Energy: heating and cooking stoves. Soil: restoration/erosion. Diversification: diversifying production. Income: Farmland and income improvement.	Water: sources protected, groups organized, degraded areas rehabilitated: reforestation. Stone bunds, hedge rows. Solar-powered electric fences protect land from wildlife. BD: Local rice varieties conservation. Income / Diversification: Alternative income opportunities: turmeric, corn flakes. Participation: Gender equality. Soil: Structures to protect farmland damages from erosion.	Still necessary to improve breeding livestock. Better drainage system needed. Need of a study of topography to manage water and recharge behavior, improve cook stoves. By-laws implemented. Literacy problems. Need to promote CB group capacities.
Cameroon	BOGO LANDSCAPE Sahelian zone Lake Chad Basin Challenges: food insecurity, climate variability, soil degradation, unsustainable forest and agriculture practices, drinking water quality, diseases, administration and institutional capacities.	Women: Detritus for biofuel production by women. Energy: Solar powered water pumps, efficient cook stove. BD: Ecosystem BD Conservation Water: Rehabilitation of Moussy pond. CC: Resilience: fuelwood efficient cook stove, Income / Diversification: diversify livelihoods, improving livelihood. Soil: Conservation techniques. Participation: Community-based management and participation.	Awareness raised. Water: Access to watershed. Agriculture: Sustainable crops, fruits. Women: empowering. CC: resistant crop varieties, Biofuels, reducing wood fuel, forest restoration. Participation: Finance, governance and literacy improvement.	Use of local language, examples relate to local life, Use of Resilience Indicators in baseline assessment raised awareness. Sacred areas = protected areas. District chief should lead mobilization. Include local cultural expressions: language, knowledge, authorities, elders, community groups. Gender and youth sensitivity.

COUNTRY	LANDSCAPE	PROJECTS	ACHIEVEMENTS AND IMPACTS	LESSONS LEARNED
Costa Rica	<p>JESÚS MARÍA RIVER BASIN</p> <p>Challenges:</p> <p>Soil: landslide, erosion, steep slopes, sedimentation, land degradation, deforestation.</p> <p>Water management: poor design infrastructures: roads, drainage, poor maintained.</p> <p>Agriculture BD: deforestation, pastures, monoculture agriculture.</p> <p>Participation: governance platform.</p>	<p>Water: Integrated Water resources management: reservoir, water harvesting, diminish runoff from agriculture.</p> <p>Soil: reforestation timber species, fruit trees, silvopastoral practices, agro conservation, technology to manage soil quality and avoid erosion.</p> <p>Knowledge: training, manual, systematization.</p> <p>Income / Diversification: organic production, fruit production.</p>	<p>Income / Diversification: reforestation, fruit production, nurseries, silvopastoral activities, zero grazing livestock production, fences, silos, paddocks. Fodder banks, fixing nitrogen with crops, organic fertile, cheese and fruit processing.</p> <p>Water: protection river banks, and water sources, dams, rainwater conservation practices, drip irrigation, reservoirs.</p> <p>Soil: channels, terraces, organic fertilizers, ditches.</p> <p>Knowledge: training modules, documenting, planning tools. toolkit.</p>	<p>Knowledge: Lack of awareness of erosion and degradation problems, salinization, sedimentation, clogging at river mouth, flooding.</p> <p>Reforestation: tree selection, fruit tree varieties.</p> <p>Soil: and land management, planning.</p> <p>Participation: agreement to encourage farmers to participate in PES programs.</p> <p>Upper basin the most identity homogeneous, cooperative work.</p>
Ecuador	<p>NAPO RIVER watershed</p> <p>Soil: fertility decreasing, poor organic matter incorporation, livestock production, decrease crop rotation, deforestation.</p> <p>BD: connectivity interrupted by infrastructure.</p> <p>Agrobiodiversity: monoculture system production,</p> <p>Income: lack financial resources.</p> <p>Knowledge: lack of proper technical support. loss of traditional knowledge (health, agriculture, traditions).</p> <p>Income: poor marketing strategies, migration labor shortages.</p> <p>Participation: differences among communities, should need adaptations.</p>	<p>BD: resource management, community reserve, NTF products.</p> <p>Knowledge: alliance with universities, cultural identity.</p> <p>Water: forest to protect watershed.</p> <p>Income / Diversification: cocoa production, agroforestry systems (cassava, corn, forest products, handcrafts), chakra systems.</p> <p>Participation: women empowerment in organizations.</p>	<p>Participation: conservation agreements among communities, partnership with Ministry of Environment, networks and organization partnership.</p> <p>Water: restoring forest, native species.</p> <p>BD Food Security Knowledge: chakra system.</p> <p>Income / Diversification: fish production, organic cocoa, guayusa.</p> <p>Income: PSE conservation agreements, Ministry of environment.</p>	<p>Participation: revalue, partnerships, Conservations agreements powerful tools, agreements among local governments, NGOs and universities are strategic for conservation.</p> <p>Knowledge: local knowledge dissemination important for ecological resilience, prevent a loss process.</p> <p>BD: local products can be increased with low cost technology, fish farming native species.</p>



COUNTRY	LANDSCAPE	PROJECTS	ACHIEVEMENTS AND IMPACTS	LESSONS LEARNED
El Salvador	<p>JIQUILISCO BAY</p> <p>Challenges: BD: loss, deforestation, fires, overgrazing, agricultural expansion, fuel wood, timber, acquire BD, fishing unsustainable. Soil degradation: livestock, water contamination, agrochemicals. Participation: governance, delay responding to proposals. Income: ecosystems services and conservation, sustainable tourism. Knowledge: technical support, for alternative income activities, managerial capacities.</p>	<p>BD growing mangroves, reforest river banks, native species (corn, cocoa, fire wood new technologies, wood lots, sustainable fishery practices. Income / BD / Diversification: sustainable fishery resources, nurseries, management plants, local varieties of crop production. Knowledge: social appropriated technologies, energy efficient use, organic crops, handcrafts, fishery nets.</p>	<p>BD: restoring and conserving mangroves and gallery forests. Income / Diversification: organic agriculture, home gardens, poultry, native crop production, decontamination of soil and water, fishery management. Conservation: energy efficient technologies, to avoid over use of wood as fuel. Income: tourism in mangroves. Knowledge: training in organic agriculture, tourism and sustainable fishery and production.</p>	<p>Knowledge: previous experience facilitate processes. Participation: local communities' organizations make the process easy. ADESCOs, participation of women and youth population. COMDEKS activities strengthen capacity building process.</p>
Indonesia	<p>INDONESIA SEMAU ISLAND</p> <p>Challenges: lowland, thin layer of soil surface, agriculture and biodiversity increasingly threatened, CC, agrochemicals in soil, narrow livelihood income source: fishing, farming.</p>	<p>Agriculture: Organic farming capacities, Community capacity to improve environment. Participation: Creative actions: collective action, training, reporting, sharing lessons, documentation.</p>	<p>Agriculture: Organic. Water: irrigation systems Income / Diversification: Seaweed culture: restoration of mangroves, managed extraction activities (sand), biogas systems. Awareness: Environmental school education, new agreements to protect environment, local leader's participation. Participation: Mapping local environmental governance leaders, women and youth included.</p>	<p>Translation makes communication difficult. Indicators score difficulties. Present problems more relevant than future. More quantitative data needed, besides baseline, for monitoring and evaluation. Clarify stakeholder's responsibilities.</p>

COUNTRY	LANDSCAPE	PROJECTS	ACHIEVEMENTS AND IMPACTS	LESSONS LEARNED
Kyrgyzstan	LAKE ISSYK-KUL Challenges: deforestation removal of sea buckthorn, uncontrolled fish farming, agrochemicals, degraded ecosystems impact biodiversity, 75% of poverty population, un-planned tourism	BD: Save endemic tree species, conservation of bird species, habitat, bioremediations to recover contaminated soil, endemic species, sustainable practices, Wildlife preservation (central Asia frog). Water: irrigation, nurseries, Income / Diversification: bird watching tourism, agrobiodiversity production local fruits.	BD: Conserving biodiversity, micro reserves, policy coordination. Enhancing state protected areas management, bee farm project. Water: drip irrigation, endemic fruit trees, sustainable agriculture. Awareness: Better practices demonstration. Disseminating lessons learned. BD: Restoring fish population with social enterprises action. Income / Diversification: Alternative livelihood to increase income spirulina for cattle, medicinal herbs, beekeeping. Improving ecotourism infrastructure. Policies: Affecting policies at national level: biosafety, national strategy, organic production certification, replication, educational initiatives.	Need to build multi- stakeholder partnership, educational meetings, mailing list, cross project activities, align with government efforts, cooperation with scientific institutions, innovative technology in use: bioremediation, bio-cleaning systems, solar energy.

COUNTRY	LANDSCAPE	PROJECTS	ACHIEVEMENTS AND IMPACTS	LESSONS LEARNED
Mongolia	<p>CENTRE SELENGE</p> <p>Challenges: forest depletion, steppe mountain, illegal logging and timber extraction, 60%, weakened institution structures for forest management, overgrazing pastures, livestock and people concentration, CC extreme weather events, variability, water source depletion (glaciers, permafrost degrading, desertification, loss of biodiversity due to illegal logging and habitat degradation, poverty and inequality increasing process since 1990, migration of rural herders.</p>	<p>Soil: reduce overgrazing (Tyjinn Nars PA), land restoration, sustainable farming, smallholder crop and vegetable farming communities, Awareness: environmental consciousness.</p> <p>Participation: Community management, adaptive pastures rehabilitating land and on river banks.</p> <p>Diversification: Productivity pastures, income generating activities: beekeeping, fruit gardens, reforestation, handicrafts near PA.</p> <p>Income / Diversification: generating activities eco-friendly: seedlings, community gardens, forestry practices, ecotourism, collective management of community conserved areas, nontraditional production.</p> <p>Beekeeping value added products. Online sale, seed banks improving food security, agro ecotourism, drying vegetables, food additives for local market, organic fertilizer, vermi-composting.</p> <p>Conservation: Soil bag construction technology, agro tourism.</p> <p>Handcrafting bee wax, non-timber forest products, rehabilitation of river banks.</p> <p>Awareness: Technology transfer center. Spread of COMDEKS approach at community level. Participatory landscape planning.</p> <p>Evaluation after implementation of COMDEKS projects</p>	<p>Awareness: Transforming community views of landscape and joint action:</p> <p>Conservation: ecosystem functions, landscape level benefits.</p> <p>Income / Diversification: Better pastures management: green fodders, more land to grow fodder. Ecological agricultural practices, community seed bank (native foods, collection campaigns), fruit and vegetable gardens, food security, social gathering, solar drying technology, preservation of local dairy and vegetable products, beekeeping, value added products, ecotourism, agro tourism.</p> <p>Water: River band restored.</p>	<p>COMDEKS broadened understanding of modern environmental protection</p> <p>It seems to be less experience to apply SATOYAMA approach to grassland.</p> <p>Some grantees want to see Satoyama lands to understand the approach.</p>

COUNTRY	LANDSCAPE	PROJECTS	ACHIEVEMENTS AND IMPACTS	LESSONS LEARNED
Namibia	<p>IIPUMBU-YA-TSHILONGO CONSERVANCY</p> <p>Challenges: shortage of water, reduction of ecosystems services, grazing lands. Deforestation, fences, construction, fuel, stoves, use of alternative sources. Loss of agricultural biodiversity: food security, varieties improvement. CC, climate variability, drought and flood, evapotranspiration, soil erosion, soil permeability, lower farm production. Lack of ecosystems importance awareness, weak institution to protect them. Poor access of local production to markets. Migration looking for labor to other regions.</p>	<p>Income / Diversification: Livelihood diversification.</p> <p>Soil: tillage, soil management composting, crop rotation.</p> <p>Agricultural and livelihood diversification production, youth projects, vegetable gardens, farming guinea fowl, local chickens, aquaculture.</p> <p>Conservation: Community nursery and micro-dripping, reforestation, tree planting.</p> <p>CC: Water harvesting, livestock sustainable practices (herd quality), mitigate water scarcity: excavation, dams, channels.</p> <p>Awareness: Strengthen beneficiary capacity to manage project M&amp;E.</p>	<p>Income / Diversification: Ecotourism to conservancy, concession, marketing, training guides and service providers; guinea fowl, aquaculture, poultry, internet another social services to find employment.</p> <p>Agriculture: Sustainable agricultural practices and agricultural center market.</p> <p>Water: Micro-drip irrigation systems, preparation for systems and seeds, demonstrations. Tree nurseries for reforestation,</p> <p>Participation: communities and Ministry of Agriculture and Water and Forestry.</p>	<p>Benefiting from SGP projects resources and experience. Involving government, land disputes, and work with NGO takes extra time. COMDEKS working approach strengthened collaboration between government, CBOs, civil society, traditional authorities, and empower communities.</p>
Niger	<p>LAKE TALABAK</p> <p>Challenges: Soil: Land degradation and deforestation: overgrazing, expansion of agriculture. BD: invasive species with species for cattle. CC: droughts, siltation higher temperatures, volume of the lake. Income: decline fish populations.</p>	<p>Conservation: restoration of dunes, management practices.</p> <p>Soil: recovery of degraded land, invasive plants, reduce siltation, plan trees, documented. Anti-erosion benches, trees, cutting weeds and invasive plants. Rehabilitating grazing lands.</p> <p>BD: recover fish population, invasive plants, rehabilitating the lake, communities' empowerment.</p>	<p>Soil: stabilizing dunes, gardening activities, land area cultivation and grazing, reducing invasion species, decrease siltation.</p> <p>BD: removal of invasive species.</p> <p>Awareness: empowering women and vulnerable groups, youth.</p> <p>Income / Diversification: food security, cooking equipment, finance, livelihoods. Sustainable fish practices, awareness of fish regulations,</p> <p>Participation: local committee regulates compliance of sustainable practices.</p>	<p>Participation: government, key issue.</p> <p>Participation: accountability of management committee agroforestry and pastoral areas was a success.</p> <p>Awareness: women participation, raising and seedlings sustained growth of plants. Training community members of the importance of environmental protection. Extended de radios of activities around the lake is necessary.</p>

**ANNEX 4. COMDEKS KNOWLEDGE MANAGEMENT. WEBSITE CONTENT ANALYSIS**  
(date: October 2017)

WEBSITE SECTION	SUBSECTION	NUMBER OF ITEMS	ITEM TITLE / DESCRIPTION
Home	About		General information
	Mision - Vision		General information
	Partners		General information
	Contact us		General information
Country Programs	All strategies	20	Country Landscape Strategy of each COMDEKS country
M&E	Password protected		
K&M	Newsletter	21	Full downloadable Newsletters
	Publications	6	Landscape Governance in Socio-Ecological Production Landscapes and Seascapes: Experiences from the COMDEKS Programme in Ecuador, Ghana, and Indonesia
			Developing and promoting agroecological innovations within country program strategies to address agroecosystem resilience in production landscapes: a guide
			A Community-based Approach to Resilient and Sustainable Landscapes: Lessons from Phase II of the COMDEKS Programme
			Communities in Action for Landscape Resilience and Sustainability: The COMDEKS Programme
			COMDEKS Brochure
			Toolkit for the Indicators of Resilience in Socio-ecological Production Landscapes and Seascapes
	Annual Report	4	First to Fourth COMDEKS Annual Reports
Resources	Documents	11	Inception Workshop
			Agenda
			Landscape ecosystem services: labelling rural landscapes
			Paris Declaration on the Satoyama Initiative
			In Harmony with Nature: IPSI leaflet on the Satoyama Initiative
			Building Innovation Systems for Managing Complex Landscapes
			Learning from Landscapes –
			Understanding Ecoagriculture: A Framework for Measuring Landscape Performance
			Biodiversity for Development: South Africa's landscape approach to conserving biodiversity and promoting ecosystem resilience
			The Use of Agrobiodiversity by Indigenous and Traditional Agricultural Communities in: Adapting to climate change
			Sustainable use of biological diversity in socio-ecological production landscapes Background to the 'Satoyama Initiative for the benefit of biodiversity and human well-being'
			Protecting biodiversity in production landscapes: A guide to working with agribusiness supply chains towards conserving biodiversity –
			IPSI Case Study Booklet –
	Photos	82	Various COMDEKS activities in different countries and events

WEBSITE SECTION	SUBSECTION	NUMBER OF ITEMS	ITEM TITLE / DESCRIPTION
Resources (cont.)	Videos	6	First Global Conference of the International Partnership for the Satoyama Initiative March 10-11, 2011 Ghana representative Alfred Oteng-Yeboah:
			Fumiko Fukuoka: United Nations Development Programme (UNDP) Senior Technical Advisor, Communities, Livelihoods and Markets
			Community resilience and the Indicators of Resilience produced by the GEF-Satoyama Project
			COMDEKS activities developed by SGP El Salvador
			COMDEKS activities in the Bogo region produced by SGP Cameroon
			COMDEKS activities around Lake Issyk-Kul in Kyrgyzstan
	Links	11	New video from COMDEKS Bhutan – Sustainable land management in the Thongrong community March 16, 2017
			UNDP Local Development
			GEF Small Grants Programme
			Global Environment Facility (GEF)
			Convention on Biological Diversity
			Ministry of the Environment Government of Japan
			The United Nations University – Institute of Advanced Studies (UNU-IAS)
			Satoyama Initiative
			Bioversity International
			Green Commodities Facility
			Landscapes for People, Food and Nature
What's new		5	New video from COMDEKS Bhutan – Sustainable land management in the Thongrong community
			Turkeys video
			Agroecology guidance note published in collaboration with GEF SGP
			Case study booklet on COMDEKS-supported initiatives produced by SGP Indonesia
			COMDEKS Global Knowledge Exchange Workshop held in Costa Rica
Blog	Posts	44	Videos on community resilience and the Indicators of Resilience produced by the GEF-Satoyama Project
			New videos on COMDEKS activities developed by SGP El Salvador
			New video on COMDEKS activities in the Bogo region produced by SGP Cameroon
			New video on COMDEKS activities around Lake Issyk-Kul in Kyrgyzstan
			Case study booklet on COMDEKS-supported initiatives by SGP Indonesia
			Agroecology guidance note published in collaboration with GEF SGP
			COMDEKS Global Knowledge Exchange Workshop held in Costa Rica
			New video from COMDEKS Bhutan – Sustainable land management in the Thongrong community
			New video from Costa Rica – Final assessment of COMDEKS-supported initiatives in the Jesús María River Basin
			COMDEKS Cameroon, Ghana and Ethiopia contribute to “SEPLS in Africa” publication
			Launch of COMDEKS publication featuring Phase 2 country case studies

WEBSITE SECTION	SUBSECTION	NUMBER OF ITEMS	ITEM TITLE / DESCRIPTION
Blog (cont.)	Posts (cont.)	44	New Video from Brazil – Final programme assessment in the Upper Jequitinhonha Valley
			COMDEKS case study featured in Satoyama Initiative publication
			Sixth IPSI Global Conference (IPSI-6) in Cambodia
			New video from COMDEKS Kyrgyzstan – Reviving fruit cultivation through improved water supply and conservation
			New videos on COMDEKS-supported projects in two Biocorridors for Living Well in Ecuador
			IPSI Case Studies Workshop in Japan
			New Video from COMDEKS Cambodia-Project Assessment
			Financial Inclusion in Northern Malawi
			National Energy Globe Award to COMDEKS grantee in Mongolia
			New video from COMDEKS Ghana – Landscape rehabilitation for socio-ecological resilience
			New video from COMDEKS Slovakia: results for inspiration
			Resilience Indicators Toolkit released at the WPC: A Tool for Landscape Assessment
			Launch of COMDEKS Publication during CBD COP 12
			COMDEKS Brochure now available!
			Krishak Mitra Award awarded to COMDEKS grantee in India, Mahila Heat
			Equator Initiative Prize awarded to COMDEKS grantee in Turkey, Mediterranean Conservation Society
			World Day to Combat Desertification & Land Degradation observed in Bhutan
			Eco-tourism gives women a new lease on life in Cambodia
			Piloting Resilience Indicators in the Ipumbu-ya-Shilongo Conservancy, Namibia
			COMDEKS Photostory: Promoting Resilience of Socio-ecological Production Landscapes – Weto Range, Ghana
			Sharing the Seeds of Knowledge – A short film from COMDEKS Turkey
			Indicators – first steps to building a resilient system
			Video from COMDEKS Turkey “Ghost Net Hunters” Project
			New Brochure from COMDEKS India
			COMDEKS Turkey landscape poster to be featured at IPSI-4 in Fukui
			Commemoration of World Environment Day 2013 by COMDEKS Ghana
			Ten more countries join Japan-UNDP biodiversity partnership
			UNU-IAS Public Symposium – Indicators for Resilience in SEPLs
			COMDEKS Project featured at CBD COP 11 Side Events (Hyderabad, India)
			COMDEKS featured at Rio+20 Side Event
			Indicators for resilience in SEPLs
			COMDEKS Inception Workshop
			The Implementation of COMDEKS
AVAILABLE IN YOU TUBE WHEN SEARCHING FOR: COMDEKS		32	Different videos related to COMDEKS activities in the countries, interviews, etc.

## ANNEX 5. COMDEKS M&E: ANALYSIS OF ELEMENTS AND ACTIVITIES AT LANDSCAPE AND GRANT-PROJECT LEVELS BY COUNTRY

The following table shows the different M&E elements and activities carried out at landscape and grant levels in each country. This table was prepared using information from country and COMDEKS reports and it may have small mistakes. Its purpose is to provide evidence about the coverage and uniformity of the M&E procedures, and not to make a thorough inventory of the M&E activities. The first columns shows the landscape level M&E instruments, followed by the grant Project indicators at planning and, finally, by the different M&E activities carried for each grant project.

	Country Landscape Strategy Indicator/Baseline Assessment		Grant-Project Level Indicators		Individual Grant M&E activities					COMMENTS
	Annual	Final	Specific for Country SEPLS	Aligned to SGP	Ex ante assessment	Field visits	Progress reports	Final Project Evaluation Report	External Evaluation	
Bhutan										
Brazil										
Cambodia										
Cameroon										There was an annual working activity to review coincidence of project contributions to COMDEKS outcomes
Costa Rica				Implicit						
Ecuador										Integrated into Ecuador SGP SIMONAA M&E System
El Salvador										
Ethiopia										
Fiji										Little detailed information about visits
Ghana										
India										
Indonesia										
Kyrgyzstan					With government and experts					It developed 5 levels of M&E including from government, NSC members, GEF/SGP, to UNDP Rep.



	Country Landscape Strategy Indicator/Baseline Assessment		Grant-Project Level Indicators		Individual Grant M&E activities					COMMENTS
	Annual	Final	Specific for Country SEPLS	Aligned to SGP	Ex ante assessment	Field visits	Progress reports	Final Project Evaluation Report	External Evaluation	
Malawi										External evaluation by research or academic center
Mongolia										
Namibia										
Nepal										
Niger										
Slovakia										
Turkey										

## **ANNEX 6. List of documents reviewed**

### Terminal Evaluation Guidelines

1. UNDP Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects
2. UNDP Handbook on Planning, Monitoring and Evaluating for Development Results
3. GEF Evaluation Office. The ROTI Handbook: Towards enhancing the Impacts of Environmental Projects
4. UNEG. UNEG Ethical Guidelines for Evaluation

### Project Documents

5. UNDP Project Description Paper (August 2011)
6. UNDP Project Document (2013)
7. UNDP and UNEP/SCBD-Cost Sharing Agreement (2011)
8. UNDP and UNEP/SCBD-Agreement Amendment 1
9. UNDP and UNEP/SCBD-Agreement Amendment 2
10. Implementing/Executing partner arrangements: UNDP and UNOPS Letter of Agreement (LOA)

### Project Reports

11. Project
12. Project Appraisal Committee (PAC) meeting report
13. Inception Workshop Report
14. Annual Reports (narrative and financial) for the years 2012, 2013, 2014, 2015, 2016 and 2017 submitted to the donor
15. Partnership meeting reports: 2013, 2014, 2015, and 2016
16. COMDEKS Global Knowledge Exchange Workshop, Summary Report

### Technical documents produced by the project

17. Baseline Assessment Call for Proposals
18. Country Programme Landscape Strategy Template
19. Country Landscape Strategy. 20 documents: Bhutan, Brazil, Cambodia, Cameroon, Costa Rica, Ecuador, El Salvador, Ethiopia, Fiji, Ghana, India, Indonesia, Kyrgyzstan, Malawi, Mongolia, Namibia, Nepal, Niger, Slovakia and Turkey.
20. Questionnaire for lessons learned from the landscape-wide baseline assessments, community consultations and piloting exercise
21. Indicator Scorecard and data capture tool used during the baseline assessment and ex-post baseline assessment
22. Ex-post Baseline Assessment-Case Study Template, guidelines and questionnaire
23. Ex-post Baseline Assessment-call for proposals

24. Branding Guidelines
25. Matrix with the list of projects, grantee names and amount

#### COMDEKS Knowledge Management documents

26. COMDEKS I Publication: A Community-based Approach to Resilient and Sustainable Landscapes: Lessons from Phase II of the COMDEKS Programme
27. COMDEKS II Publication: Communities in Action for Landscape Resilience and Sustainability: The COMDEKS Programme
28. COMDEKS brochure
29. Indicators toolkits: Toolkit for the Indicators of Resilience in Socio-ecological Production Landscapes and Seascapes
30. COMDEKS quarterly Newsletters (21 documents)
31. COMDEKS case studies featured in “Socio-ecological production landscapes and seascapes (SEPLS) in Africa”
32. Landscape Governance Case studies
33. COMDEKS/SGP Agroecology Manual/Guide

#### Relevant Websites reviewed

34. The COMDEKS website (<https://COMDEKSproject.com>) includes general information about the Programme and its methodology; country pages featuring information on landscape strategies, photo stories and videos; publication pages featuring global publications, quarterly newsletters, and a blog (see Annex 4 for details on this Website)
35. The COMDEKS Programme is featured on the SGP website (<https://sgp.undp.org>) with a designated page under the “Partnerships” section
36. The Satoyama Initiative Website: <https://satoyama-initiative.org>
37. The GEF-UNDP SGP (Small Grants Programme) Website: <https://sgp.undp.org>
38. Country SGP Sites:
  - Brazil. <http://www.ispn.org.br/projetos/ppp-ecos-programa-pequenos-projetos-ecossociais/>
  - Costa Rica. <http://www.pequenasdonacionescr.org/>
  - Ecuador. <https://ppd-ecuador.org/>
  - Ethiopia. <http://www.et.undp.org/content/ethiopia/en/home/ourwork/ClimateRiskandResource/gef-small-grants-programme-ethiopia.html>
  - Indonesia. <http://sgp-indonesia.org/>
  - Mongolia. <http://www.sgpmongolia.org/en/>
  - Turkey. <http://www.tr.undp.org/content/turkey/en/home/ourwork/partners/gef.html>

## ANNEX 7. ITINERARIES OF DIFFERENT TE ACTIVITIES

This TE included participation in a COMDEKS workshop and visits to four countries in two trips. It also included information from recent evaluations to SGP projects implementing COMDEKS and including visits to these COMDEKS sites.

The itineraries to all these components are presented below.

### 1. COMDEKS GLOBAL WORKSHOP. San José, Costa Rica. Jan 23-26, 2017

OBJECTIVES OF THE COMDEKS GLOBAL WORKSHOP
<ul style="list-style-type: none"><li>• Promote a better understanding of the Satoyama Initiative's perspectives and activities, the achievements of COMDEKS and its partnership with the GEF Small Grants Programme (SGP).</li><li>• Analyze results and conclusions of the COMDEKS programme (Phases I and II), and share and disseminate knowledge and experiences from successful on-the-ground actions for replication and upscaling of landscape planning and management approaches and practices in an additional cohort of countries through SGP.</li><li>• Build staff technical capacity and provide opportunities for capacity building and planning for future work through specialized training as well as a number of new materials and publications on the community-based landscape management approach and M&amp;E practices.</li><li>• Promote synergies with other programs and opportunities for replication and scaling up.</li></ul>

BRIEF OUTLINE
<ul style="list-style-type: none"><li>• Day 1: Introduction, knowledge sharing</li><li>• Day 2: Technical trainings</li><li>• Day 3: Field visit</li><li>• Day 4: Synergies with other programs and opportunities for replication and scaling up; strategic synthesis and next steps</li></ul>

### 2. FIELD VISIT 1. Mongolia & Indonesia

DAY	PLACE	ACTIVITY
July 2, 2017	Ulaanbaatar, Mongolia	Arrival to Ulaanbaatar
July 3	Ulaanbaatar, Mongolia	Meetings with SGP NC team
July 4	Central Selenge SEPLS	Visits and interviews to community groups
July 5	Central Selenge SEPLS	Visits and interviews to community groups
July 6	Ulaanbaatar, Mongolia	Meeting and debriefing with SGP NC team
July 7	Ulaanbaatar, Mongolia	Preparation of Mongolia Initial Findings
July 8-9		Travel to Indonesia
July 10	Kupang, Indonesia	Arrival to Kupang
July 11	Kupang, Indonesia	Meetings with SGP NC Team and partners
July 12	Semau SEPLS	Visits and interviews to community groups
July 13	Semau SEPLS	Visits and interviews to community groups
July 14	Kupang, Indonesia	Preparation of Indonesia Initial Findings
July 15		Return to Costa Rica

### 3. FIELD VISIT 2. Ethiopia and Turkey

DAY	PLACE	ACTIVITY
August 27, 2017	Addis Ababa, Ethiopia	Arrival to Addis Ababa
August 28	Addis Ababa, Ethiopia	Meetings with SGP NC team
August 29	Addis Ababa, Ethiopia	Meeting with SGP NSC - Documents review
August 30	Gilgel Gibe SEPLS	Visits and interviews to community groups
August 31	Gilgel Gibe SEPLS	Visits and interviews to community groups
Sep 1	Addis Ababa, Ethiopia	Meeting and debriefing with SGP NC team
Sep 2-3		Travel to Turkey
Sep 4	Ankara, Turkey	Preparation of Ethiopia Initial Findings
Sep 5	Datça-Bozburun SEPLS	Travel to SEPLS. Visits and interviews to community groups
Sep 6	Datça-Bozburun SEPLS	Visits and interviews to community groups
Sep 7	Datça-Bozburun SEPLS	Visits and interviews to community groups
Sep 8	Ankara, Turkey	Meetings with SGP NC Team and partners.
Sep 9		Return to Costa Rica

### 4. FIELD VISIT TO COSTA RICA - June 2014

DAY	PLACE	ACTIVITY
May 16, 2014	San José, Costa Rica	Meetings with SGP NC team
June 6	Jesús María watershed SEPLS	Visits and interviews to community groups
June 9-13	La Amistad BR Buffer zone	Visits to other SGP Projects
June 19	San José, Costa Rica	Interviews with partners and SGP NSC
June 27	San José, Costa Rica	Debriefing meeting with SGP NC team

### 5. FIELD VISIT TO ECUADOR - July 2014

DAY	PLACE	ACTIVITY
July 14, 2014	Quito,Ecuador	Arrival to Quito
July 16-17	Quito,Ecuador	Meetings with SGP NC team and partners
July 18-20	Sierra Norte	Visits to other SGP Projects
July 21	Upper Coca watershed SEPLS	Visits and interviews to community groups
July 22	Upper Coca watershed SEPLS	Visits and interviews to community groups
July 23	Quito,Ecuador	Debriefing meeting with SGP NC team
July 24		Return to Costa Rica

## 6. FIELD VISIT TO BRAZIL - August 2015

DAY	PLACE	ACTIVITY
August 2, 2015	Brasilia, Brazil	Arrival to Brasilia
August 3	Brasilia, Brazil	Meetings with SGP NC team
August 4		Travel to Minas Gerais
August 5	Upper Jequitinhonha watershed SEPLS	Visits and interviews to community groups
August 6	Upper Jequitinhonha watershed SEPLS	Visits and interviews to community groups
August 7	Upper Jequitinhonha watershed SEPLS	Visits and interviews to community groups
August 8-13	Minas Gerais and Goias	Visits to other SGP Projects
August 14	Brasilia, Brazil	Debriefing meeting with SGP NC team
August 15		Return to Costa Rica

## **ANNEX 8. LIST OF PERSONS INTERVIEWED**

The list of persons interviewed for this evaluation includes:

### **MOEJ**

Fumiko Nakao-  
Kenji Nakajima  
Keiichi Nakazawa

### **UNU-IAS**

William Dunbar  
Naoya Tsukamoto  
Wataru Suzuki

### **UNDP**

Stephen Gold - Head of Climate Change and GEF Principal Technical Advisor

### **SCBD**

Makiko Yanagiya

### **SGP CPMT**

Yoko Watanabe - Global Manager  
Tehmina Akhtar - Deputy Global Manager  
Terence Hay-Edie - Program Advisor  
Charles Nyandiga - Program Advisor  
Nick Remple - Consultant  
Gregory Mock - Consultant

### **COMDEKS PMU**

Diana Salvemini - COMDEKS Project Manager  
Tamara Tschentscher - Knowledge Management  
Hanumah Semyonov - Administration

## **Mongolia SEPLS (Central Selenge)**

### **Organizations and persons at the community level**

1. Mr. Dragadorj (leader)

#### **Uzam Gaigal group**

2. Mrs. Tuya (Head of the group)

#### **Bat Group**

1. Mr. Doosoo (member Motor rider Group)
2. Mrs. Batsukh

### **CBO**

#### **“Khos Byanjangkhngai” CBO 5<sup>TH</sup> Bag Skbaatar, Selenge Province**

1. Ms Mungutsetseg D. (Head of CBO)
2. Mr Dordondembezel

**Eviin Khuch CBO 4<sup>th</sup> bag, Mandal soum Selenge Province**

1. Mrs. Jarglsaikhan G. (Head of CBO Eviin Khuch (Head of CBO)

**“Erdenet sugii” CBO Delger 5-7 Bayan Ulziit baf, Orkhon soum, Drkhan-Uul province**

1. Mrs. Oyunchimeg B. (Head of CBO)
2. Mr. Altarsarnai

**Tod Karaa CBO 1<sup>ST</sup> BAG**

1. Mr. Dagvador (President Executive Director)
2. Mrs. Todorkhoisuren
3. Mrs. Tunglag

**Mongolia State Governmental Organizations**

1. Mr. Ariunbat - (soum governor)

**SGP National Coordination**

1. Ganbaatar Bandi
2. Narangarav Gankhuyag

**Indonesia SEPLS (Semau Island)**

**Organizations and persons at the community level**

**Community level**

1. Mr. Abraham Kila (village representative)
2. Mr. Thomas Katu (Project leader of farming and water project)
3. Mr. Calvin Massa (Owner of the land)
4. Mrs. Veny Massa Nope (famer wife)

**NGO/ CBO:**

**Ketua Group Tani Dalen Mesa**

1. Mr. Wempi Tapa
2. Mr. Jonatan Batu
3. Mr. Uniasis Lafu
4. Mr. Wempi Tapa

**GMI Gang Motor Imot (Innovation Mobilization for Transformation**

1. Mr. Arry Pellokila

**PIKUL Association**

1. Mr. Rido Hombadima

**CIS (Center for Internally displaced people) Timor**

1. Mr. Slash

**Ketun Group Tani Dalen Mesa (Ketun Group Farmers Dalen Mesa)**

1. Mr. Uniasis Lafu



### WPIA Water

1. KOMESSA
2. Koperaci Tapaleuk (KOTAK)

### SGP National Coordination

1. Catharina Dwihastarini
2. Hery Budiarto

### Ethiopia SEPLS (Gilgel Gibe)

#### Organizations and persons at the community level

#### CBO:

Margitu

Margitu Animal Fattening Cooperative

1. Tidrafata (Tindo Capital)
2. Burka Gudina (29 members)
3. Gere Gudina (50 members)
4. Dawe Gibe (50 members)
5. Dora Integrated Natural Resources Cooperative (13 women involved in cattle fattening)
6. Tola Integrated Fishery - Horticulture Production Cooperative (18 members)
7. Guding Sulula Kersa (25 involved in fattening program)

#### Ethiopia State Governmental Organizations

Technical Committee Sokoru Wareda

1. Mr. Ismael Alijihas (Administration and Agriculture)
2. Mr. Nezif Abachebja (Head Environmental Forest and Climate Change Authority for Jimma Zone)
3. Mr. Neim Aba Mosar (Head Environmental Forest and Climate Change Authority for Sokoru Wareda)
4. Mr. Suleman Gidi (Environmental and Climate Change Office Technical Committee)
5. Mr. Abel Tojesse (Vice Head Livestock Development Fishery Office)
6. Mr. Tesfaye Tekle (Head Office Livestock Development and Fishery Office)
7. Mr. Elías Endrias (Vice -Head representative/reforestation)
8. Mr. Husen Rashid (Jimma Zone Livestock Fishery Development Office)
9. Mr. Tijani Mohamed (Zone Cooperative Dairy/??? Department Agency)

#### UNIVERSITIES

##### Jimma University

1. Mr. Dereje Bekele (Jimma University Instructor in Natural Resources Management Department)
2. Howasa University (post baseline assessment)

#### SGP NATIONAL COORDINATION

Zelege Tesfaye

Felege Bebzha

## Turkey SEPLS (Datça-Bozburun Peninsula)

### Organizations and persons at the community level

#### Fisherwoman of Aegean Datça-Bozburun Peninsulas:

1. Ms. Maime Yolcu
2. Ms. Fatima Yolen
3. Ms. Niyaniye Kibrizli
4. Ms. Irem Tüfekcioğlu

#### CBO

##### Doga Okulu Nature School- Doğa Derneği Nature Society

1. Mrs. Raziye Ictepe Akyol
2. Mr. Adem Akyol,

#### Fisherwoman of Aegean Datça-Bozburun Peninsulas:

1. Ms. Huriya Göncioğlu (AKD)
2. Ms. Esna Kartal (AKD)

#### (DAGEV)

1. Mr. Hüseyin Tüzün

#### (ÇARIK)

1. Mr. Samil Beştoy

#### Kizlan Datça Beekeepers

1. Mr. Alper Kuyucu
2. Mr. Mahmut Çengel

#### Balikaşlan Network

1. Ms. Oya Ozguven
2. Mr. Aydan Büyükbay
3. Ms. Sevgr Tiryakioğlu
4. Mr. Turan Yıldız
5. Mr. Hüseyin Tüzüm

#### NGO

##### Mediterranean Conservation Society

1. Ms. Huriye Goncnoglu (coordinator, women platform)

#### Nature Research Association

##### SS. Sindi Village Agricultural Development Cooperative

1. Mr. Ibrahim Ohan
2. Mr. Yesin Izen

#### Nature Research Society

1. Mr. Osmar Erdem
2. Ms. Güler Bozok

### **Underwater Research Society**

1. Mr. Nesimi Ozan Veryeri
2. Ms. Yeşim Koyuncu (Underwater Research Society)

### **Nature Conservation Center** Doga Koruma Merkezi

1. Ms. Irem Tüfekcioğlu

### **SGP NATIONAL COORDINATION**

Gögman Argum

Basak Okai

### **Costa Rica SEPLS (Jesús María SEPLS)**

#### **Community Organizations and persons**

Jesús María River Watershed

- Jorge L. Conejo (Asociación de Desarrollo Integral, ADI y ASADA (Aqueduct Association)
- Giovanni Jiménez (Asociación de Desarrollo Integral, ADI)
- Rogelio Salas (farmer)
- Armando Salas (cheese and milk producer)
- José Jiménez (coffee producer)
- Bolívar Salas (coffee producer)

#### **Governmental Institutions**

1. Mario Coto, National Program of Biological Corridors
2. Luis Diego Román, National Commission for Forest Fires
3. Carlos Barboza G, Ministry of Agriculture, San Mateo
4. Donald Vazquez (Ministry of Environment, Palmares)
5. Vidal Arias (Ministry of Agriculture, Palmares)
6. Manfred Vega (Ministry of Agriculture, Palmares)

#### **UNDP Country Office**

1. Kifah Sasa, Program Officer, Environment and Risk Management Program, UNDP CO

#### **SGP National Coordination**

1. Eduardo Mata Montero
2. Paula Zúñiga

#### **SGP National Steering Committee**

1. Vilma Obando, Instituto Nacional de Biodiversidad (National Biodiversity Institute), INBIO, President of the National Steering Committee
2. Florangel Villegas V., Universidad Nacional de Educación a Distancia (National Distance University) UNED
3. Saskia Rodríguez, Ministerio de Planificación Nacional y Política Económica (Ministry of National Planning and Economic Policy), MIDEPLAN

## Ecuador SEPLS (Napo river)

### Community Organizations and persons

#### RETHUS (Huataraco y Suma Suno Tourism Network)

1. Ruth Bonilla. Coordinator, Kamanvi Biocorridor
2. Bolívar Yumbo, Kuriquindí
3. Bartolo Yumbo, Kuriquindí
4. Lucía Licuy, Kuriquindí
5. Martha Tupuy, Kuriquindí
6. Josefina Licuy, Kuriquindí
7. María Licuy, Kuriquindí
8. Rosario Gisela Licuy, Kuriquindí
9. Omar Shinguango, RETHUS
10. Pedro Alvarado, RETHUS Tourism
11. Georgui Yumbo, RETHUS President
12. Marco Siquigua, RETHUS Secretary
13. Eddy Aguinda, RETHUS Environment
14. Ledar Luan Vaca, Colegio Monseñor Alejandro La Vaca
15. María Papa, Colegio Monseñor Alejandro La Vaca
16. Martha Cifuentes, Colegio Monseñor Alejandro La Vaca
17. Ligia Chanabisa, Colegio Monseñor Alejandro La Vaca
18. Vinicio, Colegio Monseñor Alejandro La Vaca
19. Andrea Yañez, Colegio Monseñor Alejandro La Vaca

#### Santa Rita Community. Sinchi Waricuna Women Group

1. Fanny Grefa. Coordinator
2. Clever Andi. Project Professional
3. Adela Andi, Santa Rita
4. Elena Tanquilla, Santa Rita
5. Sandra Tapuy, Wambula
6. Beatriz Greta, Wambula
7. Estela Alvarado, Santa Rita
8. Yesica Andi, Santa Rita
9. María Yumbo, Santa Rita
10. Humberto Andi, Santa Rita
11. Seneida Andi, Santa Rita

#### San José Community. Kawsaypak Chakra Project

NOTE. All participants listed below are from San Jose community

1. Sergio Yumbo, Coordinator
2. Monica Licuy
3. Fanny Runay
4. Carmen Greta
5. Angelina Greta
6. Mireya Narvaez
7. Mariela Greta
8. Claudia Greta
9. Darwin Aguinda
10. Ninger Alvarado
11. Franklin Gretqa
12. Gladis Salazar

13. Sandra Licuy
14. Janeth Greta
15. Duncan Greta
16. Angel Licuy
17. Emma Salazar
18. Lidia Tanguila
19. Zenaida Greta
20. Fabiola Andi
21. Adela Tapuy
22. Rosalía Greta
23. Rosario Greta
24. Bartolo Licuy
25. Serafina Greta
26. Fidel Alvarado
27. María Greta
28. Joaquina Tangedo

### **National Networks**

1. Amanda Yépez, Campaña Amazonia por la vida
2. Cecilia Chérrez, Instituto de Estudios Ecologistas del Tercer Mundo
3. José Rivadeneira. Coordinadora Ecuatoriana de Agroecología (CEA)
4. Natalia Greene. Coordinadora Ecuatoriana de Organizaciones para la Defensa de la Naturaleza y el Medio Ambiente (CEDENMA)
5. Frank Navarrete. Corporación Coordinadora para la Defensa del Manglar (C-CONDEM)
6. Líder Góngora. Corporación Coordinadora para la Defensa del Manglar (C-CONDEM)
7. Gina Napa. Corporación Coordinadora para la Defensa del Manglar (C-CONDEM)

### **Local Governments / GAD (Municipalities)**

1. Teresa Pizango. Vice Major of Archidona
2. Juan Avilés. Archidona Councilor. Territorial Representative in the SGP NSC
3. Juan Alvarado. Archidona Councilor
4. Alexandra Ordóñez. GAD Archidona

### **Governmental Officers**

1. Pablo Drouet, Ministry of Environment, PASNAP
2. Verónica Quitiguiña, Ministry of Environment, PASNAP
3. Cecilia Ponce, Ministry of Agriculture, Livestock, Aquaculture and Fisheries (MAGAP), General Coordination of Commerce Networks. Member of the Ecuador SGP NSC.

### **UNDP Country Office**

1. Diego Zorrilla, UNDP Country Representative
2. Carla Chacón, UNDP Environment, Energy and Risk Management Program Associate
3. Sergio Novas, ART UNDP Program
4. Matilde Fresa, ART UNDP Program

### **SGP National Coordination**

1. Ana María Varea
2. María Alicia Eguiguren
3. Johana Jacome
4. Alejandro Ibarra (consultant)
5. José Defas

### **SGP National Steering Committee (NSC)**

1. Angel Orellana, Cerro Verde / CEDENMA
2. María Andrade
3. Myriam Paredes, FLACSO
4. Cecilia Ponce, MAGAP
5. Juan Avilés, Archidona Councilor, territorial representative (Amazonia)

### **EQUIPATE**

1. Luis Ordóñez (ECOPAR)
2. Diana Domínguez (ECOPAR)
3. Germán Carrión (ECOPAR)
4. Humberto Lennon (Sacha Causay)
5. Susana Albán (Sacha Causay)
6. Ruth Cayapa (Sacha Causay)

### **EQUIPATEN**

1. Patricio Carpio (OFIS)
2. Marisabel Padilla (OFIS)

### **SGP Research Students**

1. Ana Belén Zúñiga
2. Gabriela Pérez

### **Brazil SEPLS (Upper Jequitinhonha Valley)**

#### **Organizations and persons at the community level**

Programa de Apoio as Feiras Livres no Vale do Jequitinhonha / Farmer's Market Support Program Association

1. Claiton Rodrigues Mendes (technical staff)
2. Jéssica Gomes da Silva (secretary)

Boiada Community, Veredinha

1. Maria Mercedes y Joãozinho (farming family)
2. Antonio Camargo (farmer)

Honey Processing Cooperative, Turmalina

1. Renato Alves Souza Edimar (CAV technical officer)
2. Pinheida Oliveira (consultant)

Gentio Community, Turmalina

1. José Branco (farmer)
2. Donizete (farmer)
3. Manoel (farmer)

Grota do Porto Community, Turmalina

1. Lidio and Jovelina (farming family)

Mato Grande Community, Turmalina

1. Waldir (President of AFAVE)
2. Rodrigues (technical officer, APLAMT)
3. Eduardo Ortiz, Sindicato de Trabalhadores Rurais de Turmalina
4. Ruvalino (member of the Turmalina Municipality Council)
5. Cassia Ferreira (farmer)
6. Fortunata (farmer)
7. José Antonio dos Santos (farmer)
8. Maria (farmer)
9. João (farmer)
10. Vermilio (farmer)

Associação de Córrego do Ouro, Veredinha

1. Several participants in a workshop (no names collected)

EFAV Escola Familiar Veredinha

1. No names collected

Key partner organizations supporting CBO

CAV (Centro de Agricultura Alternativa Vicente Nica), Turmalina, MG

1. Valmir Soares de Macedo (CAV General Coordinator)
2. Sueli Gomes Fernandes (CAV SGP Project grant coordinator)
3. Dario Oliveira (CAV SGP Agronomist)

Central do Cerrado, Sobradinho (DF)

1. Luis Carrazza (Coordinator)
2. Ildete (assistant)

UNDP Brazil Country Office

1. Rosenely Diegues, UNDP Brazil Country Office, Project Analyst
2. Luana Lopes, UNDP Brazil Country Office, Project Analyst

ISPN (Instituto Sociedade, População e Natureza)

1. Fábio Vaz Ribeiro de Almeida, Executive Coordinator
2. Donald Sawyer, Sênior Advisor
3. Isabella Braga
4. João Guilherme
5. Juliana Napolitano
6. Rodrigo Noleto
7. Silvana Bastos
8. Fabiana Paula de Castro Alves
9. Werlon de Souza Fontes
10. Aurilene Timbó

**Brazil SGP National Coordination (NC)**

6. Isabel Figueiredo, SGP Country Program Manager
7. Renato Araújo, Technical assistant
8. Carolina Gomes, Program Assistant
9. Felipe Lenti, Carbon Sequestration Consultant

**Brazil SGP National Steering Committee (NSC)**

1. Isabel Schmidt, Universidade de Brasília
2. Rosenely Diegues, UNDP

**COMDEKS Global Knowledge Exchange Workshop - Costa Rica, January 23-26, 2017**

	LAST NAME	FIRST NAME	ORGANIZATION	COUNTRY
<b>CBD Secretariat</b>				
1	Yoshinaka	Atsuhiko	CBD Secretariat	Canada
<b>COMDEKS</b>				
2	Salvemini	Diana	COMDEKS PM	USA
<b>GEF</b>				
3	Barrera Rey	Pilar	GEF Secretariat	USA
4	Watanabe	Yoko	GEF SGP	USA
<b>Ministry of Environment Japan</b>				
5	Nakao	Fumiko	Ministry of Environment	Japan
6	Tabata	Akiko	Ministry of Environment	Japan
<b>UNDP</b>				
7	Gold	Stephen	UNDP - GEF	USA
<b>United Nations University</b>				
8	Tsukamoto	Naoya	UNU - IAS	Japan
9	Dunbar	William	UNU - IAS / IPSI	Japan
<b>SGP</b>				
10	Hay-Edie	Terence	SGP / CPMT	Thailand
11	Akhtar	Tehmina	SGP / CPMT	USA
12	Currea	Ana Maria	SGP / CPMT	USA
13	Nyandiga	Charles	SGP / CPMT	USA
14	Dorji	Singay	SGP	Bhutan
15	Salas	Ruben	SGP	Bolivia
16	Figueiredo	Isabel	SGP	Brazil
17	Ngin	Navirak	SGP	Cambodia
18	Mpeck	Marie-Laure	SGP	Cameroon
19	Valenzuela	Fernando	SGP	Chile
20	Liu	Yi	SGP	China
21	Mata	Eduardo	SGP	Costa Rica
22	Sanchez	Ingrid	SGP	Costa Rica
23	Zuñiga	Paula	SGP	Costa Rica
24	Varea	Ana Maria	SGP	Ecuador
25	Adly	Emad	SGP	Egypt
26	Guzman	Juan Rene	SGP	El Salvador
27	Tesfaye	Zelege	SGP	Ethiopia
28	Mualaulau	Losana	SGP	Fiji



29	Ortsin	George	SGP	Ghana
30	Arora	Anil Kumar	SGP	India
31	Dwihastarini	Catharina	SGP	Indonesia
32	Yushenko	Katerina	SGP	Kazakhstan
33	Chege	Nancy	SGP	Kenya
34	Postnova	Evgeniia	SGP	Kyrgyzstan
35	Damaliphetsa	Alex	SGP	Malawi
36	Gaseb	Nickey	SGP	Namibia
37	Sharma	Vivek Dhar	SGP	Nepal
38	Ismael	Nanatao	SGP	Niger
39	Lohar / Ahmed	Masoor	SGP	Pakistan
40	Schmitt	Beatriz	SGP	Panama
41	Bustamante	Emilia	SGP	Peru
42	Ferdinand	Rodolfo	SGP	Philippines
43	Romulus	Giles	SGP	Saint Lucia
44	Iosefa	Filifilia	SGP	Samoa
45	Jayasinghe	Dinali	SGP	Sri Lanka
46	Samarasuriya	Shireen	SGP	Sri Lanka
47	Argun	Gokmen	SGP	Turkey
48	Wandera	Abu-baker	SGP	Uganda
<b>PARTNER ORGANIZATIONS AND CONSULTANTS</b>				
49	Lynch	Diego	ANAI - SGP/NSC	Costa Rica
50	Argumeno	Alejandro	ANDES	Peru
51	Bergamini	Nadia	Bioversity International	Italy
52	Dublin	Devon	Conservation International	Japan
53	Imbach	Alejandro	Consultant	Costa Rica
54	Tschentscher	Tamara	Consultant	Germany
55	Altieri	Miguel	Consultant	USA
56	Mock	Gregory	Consultant	USA
57	Remple	Nick	Consultant	USA
58	Chaves Posada	Juanita	GFAR / FAO	Italy / Colombia
59	Ramos de la Cruz	Mary Jane	ITPGRFA / FAO	Italy
60	Barboza	Carlos	MAG / CADETI	Costa Rica
61	Lassen	Barbara	Natural Justice	Benin
62	Vasquez	Donald	SINAC / CADETI	Costa Rica

## ANNEX 9. COUNTRY INITIAL FINDINGS REPORTS

### FIELD VISIT TO MONGOLIA

#### INITIAL FINDINGS - *Prepared by Alejandro Imbach, COMDEKS TE*

The field visit to the target landscape for COMDEKS-supported activities in Mongolia was carried out during 3-7 July 2017 as part of the COMDEKS Terminal Evaluation. During this period, four different sites Bayangol, Orkhon, Sukhbaatar and Mandal *soums* (similar to counties) in the Central Selenge SEPL were visited, and leaders and members of nine COMDEKS-supported CBOs were interviewed. The initial findings emerging from this visit are the following:

##### 1. Effectiveness

- Project products are visible in the field (equipment, installations, greenhouses, tools, tree plantations, fences, tree nurseries, fruit trees, green fodder, compost, vermicompost, community-based tourism facilities, training center, drying rooms, etc.).
- All products are in use by the CBOs
- Local CBOs seemed active, leaders were interviewed and working in activities related to COMDEKS/SGP, there are visible signals of processes going on.

Gender inclusion seemed very good. Women lead many groups supported by COMDEKS, and they come out in the interviews as very active, empowered and in charge of their organizations that also include men. Probably the fact that most men are involved in herding, and the promotion of women groups for almost 80 years as a country policy are factors that helped significantly, but definitively this is a relevant aspect to be highlighted.

##### 2. Efficiency

In terms of efficiency of delivery, it is well demonstrated that SGP is one of the most efficient delivery arrangements in the international system. This visit confirmed that as just two persons (National Coordinator and Programme Assistant) run the entire program.

##### 3. Relevance

- All activities seemed relevant to local CBOs and to different processes linked to GEF / UNDP / COMDEKS / Satoyama / SGP.
- The relevance in terms of local needs related to income diversification, income improvement, food security in its different aspects, natural resources conservation, biodiversity conservation, soil and water management, etc. is self-evident in terms of what can be observed and what was agreed by the stakeholders in the COMDEKS Country Strategy (detailed lists and connections to be presented in future, more detailed reports).
- Relevance to GEF is clear in terms of GEF priority areas.
- Relevance to Satoyama Principles is evident.
- Relevance to UNDP Country Programme is well established and documented.

##### 4. Impact

- It is difficult to assess the impact in terms of activities that were funded just by one year. There were changes, they are still visible, but it is still too soon to assess permanence or sustainability of them.
- The ex-post assessment conducted following the COMDEKS interventions in late 2015 showed changes in relation to the baseline situation. In some places, SGP continued providing funding and promoting the advancing processes; in other places (most of the visited) SGP continued providing follow-up, exchanges and encouragement, but not funding.

- Generally speaking, local groups seemed thankful for the received support and active in the different processes they set in motion. Many of these processes are unfinished and they have wide opportunities to keep growing and improving, but definitively more support will be necessary.
- Local groups and local government became motivated for sustainable initiatives that improve their environment and incomes. They are looking forward to continue with their current activities and even to expand them.
- In the absence of support beyond COMDEKS, it is expected that the current activities will be mostly maintained, but its replication cannot be assured.
- Summarizing, the short COMDEKS intervention, coupled with longer term SGP processes (prior to COMDEKS and after it) are having an impact and are generating significant changes. Given that COMDEKS is completed and SGP has a larger area to deal with a declining funding, the multiplication of COMDEKS experiences in the SEPLS cannot be assured.

##### **5. COMDEKS / SGP articulation and complementarities**

- From what was seen in the field and collected from local groups and stakeholders, the articulation between SGP and COMDEKS was very good and synergies are visible.
- All COMDEKS initiatives were conducted in collaboration with CBOs that had previous experience with SGP funding and a good grasp of the goals and operations of SGP. Without any doubt, the COMDEKS results would not have been achieved without that previous experience with SGP.
- SGP benefited significantly from COMDEKS in terms of providing funding continuity of the local processes allowing for a deeper intervention in all these places.
- Moreover, SGP Mongolia benefited from some key COMDEKS innovations such as the landscape approach, the baseline assessment, the country programme landscape strategy and the ex-post assessment that allowed for better understanding of key aspects of landscape management by local communities, stronger articulation between community-based groups and other benefits.
- Local CBOs stated almost unanimously that having grants supporting several organizations at the same time significantly improved their mutual knowledge and capacity to work together and address more ambitious goals as training centers, community information centers, etc.
- Moreover, this modality of larger grants shared by different civil society groups (3 to 5 according to what was observed) is now fully incorporated into regular SGP procedures in Mongolia.
- Other aspects such as the baseline assessment, landscape strategy and ex-post assessment are not fully incorporated yet in GEF OP6. Most probably this is because SGP Mongolia has already closed reception of proposals for GEF OP6 and the planning for OP7 has not begun yet.
- Needless to say, the incorporation of these aspects into SGP imply that SGP will need to either focus or fragment its intervention area into different landscapes, and then to proceed to develop baselines for each landscape, then to plan and finally to allocate grants.

##### **6. Initial conclusions**

- SGP Mongolia is a good and successful program in Mongolia.
- It is also appropriate for the changing socio/cultural and economic process that Mongolia is undergoing. This significance is even larger when considering the impacts of climate change that are taking place in Mongolia. Up to now these changes are reflected in milder winters, hotter summers, and increased variability in rainfall. This year, there has not been any rainfall in the visited areas since the beginning of the year, and this visit took place in July, which is one of the two months with the highest average rainfall. Herders are quite worried about the lack of grass to be cut for hay in September in order to face the new winter. In this context, actions such as diversification of food and income, green fodder for winter, irrigation, greenhouses, etc. are all actions supporting climate change adaptation.
- COMDEKS has contributed significantly to SGP's work and process in the Central Selenge landscape.
- COMDEKS' participatory methodology initiated a learning process at the participatory baseline assessment that continued with the preparation of the country programme landscape strategy and the identification of desired outcomes and projects suggested criteria selection. Moreover, the participatory ex-post

assessment allowed participants to reflect about how to improve their future initiatives. This process is starting to show results and it is expected and worth of continuation.

- Some COMDEKS innovations are already adopted by SGP and some others are pending.
- The COMDEKS intervention, while successful in the short term, was short-lived and the sustainability of its impacts remains to be assessed properly. It will depend on many factors outside SGP Mongolia's control (mostly on funding).
- The landscape approach promoted by COMDEKS has gained initial firm ground in Mongolia, but it is yet far away from its final goals. In other words, there are excellent short-term gains in terms of confidence, interest and commitments by community-based groups, but more work and activities are needed to achieve actual landscape-level impacts.
- At the moment, the different community groups (CBO) know each other, know what they are doing and are sharing experiences. But each group is doing their own work in their own area without major articulation in terms of the larger scale landscape level processes such as landscape governance, landscape level ecological processes and interventions, larger scale initiatives beyond primary production such as joint marketing and processing, networking at a larger geographical scale, policy influencing, and other larger scale (landscape level) potential actions.
- These larger landscape levels are within reach of the current stakeholders and their processes but were not achieved yet because they require longer processes than the 3-4 years supported by COMDEKS. More support, training and funding is needed to help them achieve this next level over the next 5-10 years.
- These last conclusions should not be taken as a pessimistic prognosis, all the contrary, they are just signaling that the very good work done in the last few years should be continued and deepened to reach the ambitious goals set by COMDEKS and SGP in terms of local sustainable development.

*A.Imbach, July 10, 2017*

## COMDEKS TE

### FIELD VISIT TO INDONESIA

#### INITIAL FINDINGS - *Prepared by Alejandro Imbach, COMDEKS TE*

The field visit to the Indonesia COMDEKS Projects was carried out between July 10 to 14, 2017 as part of the COMDEKS Terminal Evaluation. During this period two different sites: Uitiuhana and Uiasa, two villages in the Semau Island SEPL were visited (including leaders and members of COMDEKS supported groups) and three COMDEKS partner NGOs were interviewed. Semau island is a small island close to the city / harbor of Kupang in the island of Timor, Kupang District, East Nusa Tenggara Province of Indonesia; the island has a poor dotation of natural resources: soils are thin or eroded, it rains only 4 months per year and the karstic geology makes difficult to formation of stable phreatic layers. Tourism activities are small and mostly limited to national visitors as infrastructure is poor (bad roads, electricity only by night, tec.). Semau population is distributed in 14 villages; COMDEKS was active in eleven of them with different combination of activities. The two villages visited have the largest combination of activities.

The island can be characterized by having two different regions according to the water supply. The northern part of the island has some springs and streams, providing water for some communities and their crops, while water supply in the southern part of the island comes from wells.

The initial findings emerging from this visit are the following.

##### **1. Effectiveness**

- Project products are visible in the field (equipment, irrigation systems, tree plantations, fences, tree nurseries, organic farming, bokashi, compost, organic pesticides, training activities, etc.)
- All products are in use by the local groups.
- Local groups seemed active, leaders were interviewed and working in activities related to COMDEKS/SGP and there are visible signals of processes going on.
- The social situation of this island is complex given the presence of two ethnic groups, a strong clan-based structure, and a land-tenure system still not well defined with strong landlords associated with the clans but with a poor formalization of land tenure. Understanding this particular and complex social structure has been one of the key challenges for COMDEKS partners that made significant efforts to and progress to disentangle it, but still need to achieve additional progress about it.
- Gender inclusion seemed reasonable according to socio cultural practices. Women participate in the groups and activities supported by COMDEKS and they come out in the interviews as very active, but they neither hold powerful positions in the decision making nor in the organizational structures.

##### **2. Efficiency**

- In terms of efficiency of delivery, it is well demonstrated that SGP is one of the most efficient delivery arrangements in the international system. This visit confirmed that as the whole program is run by just three persons (NC and two assistants).
- The Indonesia SGP was recently upgraded to Country Programme starting with OP6. They already have their FSP approved and funds were transferred. The Inception Workshop, launching the SGP with its new status was planned for the week following this TE visit.
- A very important aspect to be highlighted is the intervention strategy followed by the Indonesia SGP in Semau that is entirely based on the joint work of four partner NGO organizations with different skills, instead of the traditional community-allocated grants.
- In fact, the Indonesia SGP did not have previous work in Semau before COMDEKS, and there was very little knowledge about the cultural and socio economic conditions of the island. SGP had a good previous work experience with some local partners (Pikul NGO in particular), therefore instead of jumping into funding community groups in an unknown situation, the SGP structured the COMDEKS consortium of NGO (Pikul, GMI, YPPL, KOTAK and CISTimor) to develop the different stages of the COMDEKS process (baseline assessment, SEPLS strategy, projects and ex-post evaluation) in order to build a strong knowledge base about the situation of Semau and implement a first set of small community projects with different groups

and stakeholders to gain experience about how to operate in this territory, find out the problems and constraints, identify the opportunities and potentials, etc.

- This strategy strengthened the involvement of the mentioned organizations with Semaui (some of them knew the island through COMDEKS) creating not only a more sustainable exit strategy but also a strong base for future interventions such as the next GEF FSP that includes Semaui.

### **3. Relevance**

- All activities seemed relevant to local groups and to different processes linked to GEF / UNDP / COMDEKS / Satoyama / SGP
- The relevance in terms of local needs related to income diversification, income improvement, food security in its different aspects, natural resources conservation, biodiversity conservation, soil and water management, etc. is self-evident in terms of what can be observed and what was agreed by the stakeholders in the COMDEKS Country Strategy (detailed lists and connections to be presented in future, more detailed reports)
- Relevance to GEF is clear in terms of GEF priority areas
- Relevance to UNDP Country Programme is well established and documented
- Relevance to Satoyama Principles are also evident
- Perhaps the most relevant aspect achieved in Semaui was the introduction of new irrigation techniques saving farmers and families of hundreds of hours of exhausting manual irrigation work by water buckets carried on shoulders from near sources. The time freed by this innovation is now used by the local families to prepare organic fertilizer and organic pesticides, tree plantation, enlargement of their vegetable and cash crop areas (shallots mostly), etc.
- The organization of a cooperative to market Semaui products in Kupang (the largest closer market) is also an initiative of impact facilitating the sale of vegetable and other farm products (diversification) with more fair prices.

### **4. Impact**

- It is difficult to assess impact in terms of activities that were funded just by one and a half years. There were changes, they are visible, and those that were adopted by individual families (and spontaneously replicated by others) will probably stay) but it is still too soon to assess its impact on other socio-economic structures that also need adjustment in order to achieve sustainability at the landscape level.
- The ex-post assessment made at the end of the COMDEKS intervention in late 2015 showed changes in relation to the baseline situation. In general, the COMDEKS partners maintained their involvement in Semaui after the conclusion of COMDEKS in 2016 providing support, technical assistance and some funding.
- Generally speaking, local groups seemed thankful for the received support and active in the different processes they set in motion. Many of these processes are unfinished and they have wide opportunities to keep growing and improving, but definitively more support will be necessary.
- Local groups and local government became motivated for sustainable initiatives that improve their environment and incomes. They are looking forward to continue with their current activities and even to increase them. It is evident that a process has been triggered and community members have been motivated to introduce innovations in their traditional way of production. They are willing to continue and improve the practices and introducing some ideas of their own.
- Summarizing, the short COMDEKS intervention, coupled with longer term SGP processes (prior to COMDEKS and after it) are having impact and generating significant changes.
- A highly significant point is that Semaui is included as one of the four landscapes to be addressed by the new SGP Indonesia Country Programme FSP. Therefore, the much-needed continuity of support and funding is reasonably assured for the next four years. Given the significant results achieved in 18 months, it is reasonable to expect a more significant and deep changes in the social and environmental situation of Semaui by 2021.

### **5. COMDEKS / SGP articulation and complementarities**

- From what was seen in the field and collected from local groups and stakeholders the articulation between SGP and COMDEKS was very good and synergies are visible.
- All COMDEKS initiatives were located with NGO that had previous experience with SGP funding and a good grasp of the goals and operation of SGP, as well as working with local communities. Moreover, at least one of these organizations had significant experience in handling very small grants to community groups. Without any doubt, the COMDEKS results would not had been achieved without these previous experiences between SGP and its partners.
- NGO members of the COMDEKS Consortium have built credibility among community members due to its involvement during the COMDEKS years as well as the continuity of presence and work (excepting YPPL) they have provided after the end of the COMDEKS funding
- SGP benefited significantly from COMDEKS in terms of being able to start working in a new area that was prioritized in the participatory process that provided strategic orientation to SGP in terms of focusing its work in small islands of the eastern part of the country, as a needed alternative to the concentration of cooperation in the large populated islands of central Indonesia.
- Moreover, SGP benefited from some key COMDEKS innovations such as landscape approach, baseline assessment, country strategy and ex-post assessment that allowed for better understanding by local groups about key aspects of landscape management, stronger articulation between groups and other benefits.
- Different aspects tested and validated under COMDEKS such as landscape approach, baseline assessment, country strategy and ex-post assessment were incorporated in the FSP that is just being launched.
- An interesting aspect to be highlighted is that the new FSP is largely focused on four island landscapes (as the COMDEKS SEPLS) showing the internalization of this approach by SGP, along others specific to its strategy such as the use of the appreciative inquiry approach, the community-based assets analysis, etc.

## **6. Initial conclusions**

- SGP Indonesia is a good and successful program in Indonesia.
- It is also appropriate for the challenges posed by the areas chosen for focusing: eastern small islands
- This significance is magnified when considering the impacts of climate change that are taking place in these islands whose natural climate splits the year in a rainy season and a dry-season (6-7 months long). Up to now these changes are reflected mostly in higher temperatures (and higher loss of water by evapotranspiration), increased rainfall variability and a gradual increment of sea level affecting coral reefs, sand beaches, coastal fertile flatlands and saline intrusion in freshwater aquifers.
- COMDEKS has contributed significantly to launch the SGP work and process in the Semau landscape, work that will continue at least for another 4 years with the GEF FSP.
- COMDEKS participatory methodology initiate a learning process at the participatory baseline assessment, that continued with the preparation of the country landscape strategy and the identification of desired outcomes and projects suggested criteria selection. Moreover, the participatory post assessment allowed participants to reflect about how to improve their future initiatives. This process is starting to show results and it is expected to continue.
- Most COMDEKS innovations are already adopted by SGP for its next interventions
- The landscape approach promoted by COMDEKS has gained initial firm ground in Indonesia, but it is yet far away from its final goals. In other words, there are excellent short-term gains in terms of confidence, interest and commitments by local groups, but more work and activities are needed to achieve actual landscape work.
- At the moment, the different groups know each other, know what they are doing and are sharing experiences. But each group is still doing their own work in their own area without major articulation in terms of the larger scale landscape level processes such as landscape ecological processes and interventions, larger scale initiatives beyond primary production such as joint marketing and processing, networking at a larger geographical scale, policy influencing, and other larger scale (landscape) level potential actions.

- Nevertheless, the NGOs involved in COMDEKS and the current follow-up are aware that the ecological component of their landscape approach needs further strengthening and they are both working on that and gathering additional expert resources to address it properly.
- These landscape-level results are within reach of the current stakeholder and their processes but were not achieved yet because they require longer processes than the 3-4 years supported by COMDEKS. Fortunately, this support in terms of facilitation, training and funding is coming for the next 4 years through the GEF FSP project.
- The change process required to achieve complete sustainability in Sema face significant challenges in both ecological and social terms (as the clan-based structures, the land-tenure realities, etc.). The landscape approach implies a change in the way community perceive themselves, their relations and the production; and therefore it takes time and sustained efforts to achieve the goals at its highest level.
- While the process keeps progressing, it is just fair to take stock of the very good work done in the last few years and the lessons learned during this process in order to continue and deepen it in order to achieve the ambitious goals set by COMDEKS and SGP in term of local sustainable development.

*A.Imbach, July 24, 2017*



## COMDEKS TE

### FIELD VISIT TO ETHIOPIA

#### INITIAL FINDINGS - Prepared by Alejandro Imbach, COMDEKS TE

The field visit to the Ethiopia COMDEKS Projects was carried out between August 28 and September 1, 2017 as part of the COMDEKS Terminal Evaluation. During this period, meetings were held in Addis Ababa with the SGP Team and the SGP National Steering Committee and a field visit was carried out to the COMDEKS SEPLS in the Gilgel Gibe river catchment, close to the city of Jimma (Oromia Region) in the central-eastern part of the country.

In the field visit meetings were held with CBOs from two districts (Margitu CBO in Sokoru *woreda* and Hortu-Gibe CBO in Tiro Afeta *woreda*) and with Sokoru *woreda* (district) Technical Committee. Additionally, a full-morning workshop was organized with the participation of the local Jimma Zone government (Ministry of environment, forestry and natural resources), the Jimma University (that carried out the SEPLS Baseline Assessment and facilitated the Country Landscape Strategy (CLS) and other participants.

The Gilgel Gibe river catchment is the backbone of the Ethiopia hydroelectric generation system; three hydro dams are already in operation in this river, a fourth is under construction and a fifth is already planned to start as soon as the previous one is finished. The three dams in operation generate 2,500 MW (almost two thirds) of the total 3,800 MW generated by hydropower.

The area is located in the middle-highlands of the country, with steep slopes, high rural population density (e.g. 135 persons/km<sup>2</sup> in Sokoru district) and land use dominated by agricultural and open grazing systems. This situation implies serious problems of deforestation, soil degradation and erosion and the subsequent siltation of the dams that feed the hydrogeneration system. The socio-economic situation of the rural population is like other parts of the highlands, dominated by small farmers, poor road infrastructure, constrains to markets access, low prices for the agricultural products, precarious housing and poverty.

The SGP NSC chose this area after an extensive consultation with partners from Government, civil society, academia and grassroots organizations given the importance of this area for the electricity security of the country. The 12,800-ha area chosen for the SEPLS was the basin that feeds the reservoir of the Gilgel Gebel Dam 1 (GG1). Four Districts (*woredas*) out of the existing 6 were covered by SGP/ COMDEKS that funded 20 projects from a similar number of CBOs. Each CBO includes between 200 and 300 households. The CBOs were organized adopting some criteria usually found in microcredit organizations, meaning that the families should become members of the CBO and pay a registration fee (once), regular fees (per their own regulations) and to invest part of the benefits they get in CBO shares. These particular characteristics, that came from a significant history of microcredit in Ethiopia, resulted in being a key factor in these organizations sustainability after the COMDEKS funding ended in 2015.

Moreover, COMDEKS / SGP promoted and achieved the creation of Technical Committees at the district (*woreda*) level, bringing together technical staff from different governmental organizations with the purpose of assisting the CBOs and helping capacity building processes in these organizations. After the end of the COMDEKS funding, this Committees remained active and the support to CBOs as well as the landscape approach is now internalized in their respective governmental budgets and workplans.

The key activities carried out by the CBOs were grassland enclosures and the end of open grazing in these areas. The cattle are now kept confined in small sheds or corrals and the families cut and carry the grass from the enclosures to these places. As a consequence, overgrazing and grass trampling disappeared, grass production improved significantly, natural regeneration is visible and the soil is recuperating organic matter and water infiltration capacity reducing runoff, erosion and siltation.

Income generation improved significantly as the fattened cows are now getting much higher prices than the traditional open grazing animals, the system allowed for the improvement of the type of animals used for the fattening and the whole family participates in the cut and carry operation. Additionally, some CBOs sell

excess of cut-grass to other farmers. The project also funded the introduction of bee keeping and honey production in the grassland enclosed areas of the interested CBOs, and the process were quite successful; similarly, the establishment of coffee nurseries and its subsequent plantation under tree shade in the field led to several coffee plots that began to produce commercially in 2017 with excellent productive and financial resources that are leading to their multiplication. In one CBO, a group of women organized themselves to produce and sell fuelwood saving stoves (using 50% less fuelwood than the traditional system); this initiative was successful and the group is now getting new income, contributing significantly to maintain the forest cover and reduced the time required to get fuelwood.

The current situation, almost two years after the end of the COMDEKS funding is that all 20 CBOs are still existing, active and prospering, having now more members than when they began with the COMDEKS funding. The technical assistance structure is also active and operating using their own financial resources from regular Governmental budget. Income of families have improved, productive activities are diversified, the natural vegetation is regenerating quickly, annual crops are being replaced by permanent shaded coffee systems and soil erosion and siltation is reduced. Therefore, the active partners (local government, University, NGOs) have now prepared a complete 5-year strategy to scale up this experience in GG1 to the entire water catchment area and are now in the process of getting Governmental approval and funding to start looking for counterpart funding at national and international levels.

The initial findings emerging from this visit are the following.

### **1. Effectiveness**

- Project products are visible in the field (grassland enclosure, fattening cattle, grass cut and carry work, CBO offices/meeting buildings, coffee plantations, fences, evidence of meetings and training activities, etc.)
- All activities are carried out by the CBOs, and some of them adopted by other local groups and persons outside the CBOs.
- Local groups seemed active, leaders were interviewed and working in activities related to COMDEKS/SGP and there are visible signals of identification with the activities and processes going on.
- Gender inclusion seemed reasonable according to socio cultural practices. Women participate in the groups and activities supported by COMDEKS and they come out in the interviews as very active. As per CBO regulations, at least three of the seven positions of directive committees should be held by women and the regulation seems to be fulfilled. Besides, women are integrated in the project initiatives like cut and carry grass for cattle fattening, and the production and selling of fuelwood saving stoves.

### **2. Efficiency**

- In terms of efficiency of delivery, it is well demonstrated that SGP is one of the most efficient delivery arrangements in the international system. This visit confirmed that as the whole program is run by just two persons (NC and one assistant, with temporary ad-hoc support when necessary).
- The Ethiopia SGP is not an upgraded to Country Programme; it operates under the SGP General Programme coordinated from SGP CPMT.
- SGP Ethiopia is now running its OP6 Projects using a combination of core funds from the general programme as well as a generous allocation from Government (3,6 million US\$) taken from the GEF STAR allocation to Ethiopia by decision of the Ethiopian Government.
- A significant aspect in efficiency / sustainability terms is the ability of the SGP to successfully shift the costs of the operation of the programme in Gilgel Gibe to the CBOs and the pertinent governmental organizations. As said before, the CBOs are getting new and additional income from their productive activities already established; at the same time, the technical assistance and support required by the CBOs and provided by different governmental organizations is now incorporated in the workplans and budgets of these organizations, making it both efficient and sustainable.

### **3. Relevance**

- All activities seemed relevant to local groups and to different processes linked to GEF / UNDP / COMDEKS / Satoyama / SGP
- The relevance in terms of local needs related to income diversification, income improvement, food security in its different aspects, natural resources conservation, biodiversity conservation, soil and water management, etc. is self-evident in terms of what can be observed and what was agreed by the stakeholders in the COMDEKS Country Strategy (detailed lists and connections to be presented in future, more detailed reports)
- Relevance to GEF is clear in terms of GEF priority areas
- Relevance to UNDP Country Programme is well established and documented
- Relevance to Satoyama Principles are also evident
- Perhaps the most relevant aspects achieved in the Gilgel Gibe SEPLS are: 1) the incorporation of the work with CBOs and the adoption of some techniques tested before by SGP and other organizations (as grazing enclosures combined with grass cut and carry for cattle fattening, honey production, promotion of fuelwood efficient stoves, etc.) into the regular workplans and budgets of governmental organizations responsible for these type of actions, and 2) the use of the experience and lessons learned by local governmental, academic and civil organizations to develop a strategy of their own to scale up the experience over a larger territory. This last fact is a good evidence that the experience and the lessons learned from it were actually internalized by these organizations that are now using them as their own.

### **4. Impact**

- In the case of the Gilgel Gibe SEPLS the assessment of the impact of activities that were funded just by one and a half year is relatively easier because this was a programme of the COMDEKS first group. Therefore, the funding ended almost two years ago, and it is possible to assess what happened two years after the end of the project.
- There were changes, these changes are now visible, and they are both remaining in use by the CBOs and spontaneously replicated by others.
- The ex-post assessment made at the end of the COMDEKS intervention in late 2015 showed positive changes in relation to the baseline situation. These studies (baseline and ex-post assessment) were carried out by different organizations (both Universities)
- In general, the COMDEKS supported CBOs and the involved partners maintained and expanded their involvement and their activities in this SEPLS after the conclusion of COMDEKS providing support, technical assistance and helping in attracting some funding for other sources.
- Generally speaking, local groups seemed thankful for the received support and active in the different processes they set in motion. Local groups and local government became motivated for sustainable initiatives that improve their environment and incomes. They are looking forward to continue with their current activities and even to increase them. It is evident that a process has been triggered and community members have been motivated to introduce innovations in their traditional way of production. They are willing to continue and improve the practices and introducing some ideas of their own.
- Summarizing, the short COMDEKS intervention, coupled with longer term SGP processes (prior to COMDEKS and after it) are having impact and generating significant changes.
- This positive situation is expected to balance the fact that this Gilgel Gibe area was not selected by the Ethiopia NSC as a priority landscape for OP6. The new areas are a few lakes along the Rift Valley suffering a degradation situation worse than Gilgel Gibe, and the third in the Simien Mountains in the northern part of the country.
- Given the current situation of the process in Gilgel Gibe and the fact that SGP is making a follow-up of the situation (as well as looking for other sources of funding) makes it possible to expect that the significant gains achieved during these last few years will remain and improve.
- The partners' platform created by COMDEKS and including the technical committee, university professionals and others has developed the 5-year strategic plan and are looking for support to implement it.

## **5. COMDEKS / SGP articulation and complementarities**

- From what was seen in the field and collected from local groups and stakeholders the articulation between SGP and COMDEKS was very good and synergies are visible.
- Small grants in the Gilgel Gibe SEPLS came from both COMDEKS and SGP own General Program and STAR allocations. No one in the interviews and meetings made any comment about differences between both sources, providing good evidence that they were well articulated and complemented each other very well
- Moreover, SGP benefited from some key COMDEKS innovations such as landscape approach, baseline assessment, country strategy and ex-post assessment that allowed for better understanding by local groups about key aspects of landscape management, the importance of environmental sustainability for their wellbeing, better planning, stronger articulation between groups and other benefits.
- Different aspects tested and validated under COMDEKS such as landscape approach, baseline assessment, country strategy and ex-post assessment were incorporated in the OP6 activities currently carried out by the SGP Ethiopia.

## **6. Initial conclusions**

- SGP Ethiopia is a good and successful program in Ethiopia.
- It is also appropriate for the challenges posed by the areas of the chosen SEPLS: water catchment
- COMDEKS participatory methodology initiate a learning process at the participatory baseline assessment, that continued with the preparation of the country landscape strategy and the identification of desired outcomes and projects suggested criteria selection. Moreover, the participatory post assessment allowed participants to reflect about how to improve their future initiatives. This process is starting to show results and it is expected to continue.
- Most COMDEKS innovations are already adopted by SGP for its interventions in the current activities implemented in the frame of GEF OP6.
- The landscape approach promoted by COMDEKS has gained firm ground in Ethiopia, but it is yet far away from its final goals. In other words, there are excellent gains in terms of confidence, interest and commitments by local groups and government. On the other hand, just 20 communities were reached in these four districts out of the approximately 300 existing communities in this area, therefore significant scaling-up work is still needed (e.g. Sokoru *woreda* has 39 rural communities (kebeles) and only 4 participated in COMDEKS). Fortunately, there is already a process to address this scaling up, therefore all elements allowing for optimistic long-term expectations are in place.
- At the moment, the different CBOs know each other at district level and they meet on a relatively regular basis to know what they are doing and to share experiences. It is expected that this initial networking will grow leading to networking among *woredas* and more. This element is essential to address larger scale landscape level processes such as landscape ecological processes and interventions, larger scale initiatives beyond primary production such as joint marketing and processing, networking at a larger geographical scale, policy influencing, and other larger scale (landscape) level potential actions. Again, this essential aspect of networking and exchange of experiences (part of the knowledge management process) are also contemplated in the proposed scaling-up strategy already mentioned.
- Summarizing, the process in Gilgel Gibe made significant progress, the structures set in place by the local communities and partners are active and growing, and the experience seems to be well internalized, to the point of being used for as the basis for more geographically and thematically ambitious processes. It is, therefore, just fair to recognize the achievements by all parts (COMDEKS included), to take stock of the very good work and the lessons learned during this process, and to continue expanding and deepening the process in order to achieve the ambitious goals set by the national and local partners, the CBOs, COMDEKS and SGP in term of local sustainable human wellbeing and biodiversity conservation.

*A.Imbach, September 4, 2017*

## COMDEKS TE

### FIELD VISIT TO TURKEY

#### INITIAL FINDINGS - *Prepared by Alejandro Imbach, COMDEKS TE*

The field visit to the Turkey COMDEKS Projects was carried out between September 4 and 8, 2017 as part of the COMDEKS Terminal Evaluation. During this period, six different field sites in the Datça and Bozburun Peninsulas were visited and leaders and members of COMDEKS supported groups and partner NGOs were interviewed. A meeting was also held with the Balikaşiran network members. Additionally, a full-afternoon workshop was led in Ankara with representatives of three COMDEKS partner NGOs that have national reach besides their specific activities in SEPLS.

As a basic context to this report, it is necessary to remind that the Turkey SEPLS is located in Anatolia, one of the oldest inhabited places with a historical registry (~ 8,000 years), at the crossroads of three continents. These lands were crossed once and again during this long historical period by a myriad of migrating peoples and/or conquering armies overlapping and mixing each other for centuries, and leaving a permanent imprint on the landscapes, the seascapes, ethnic groups, language, traditions, etc.

This history resulted in a rich cultural living heritage (in addition to the historical and archeological ones) that constitutes the basis of contemporary Turkey. Over the last 20 years a very strong movement of people from the rural areas to the urban ones has dramatically changed the national scene. Today more than 80% of the population is urban, and the rural areas where most of the rich cultural living heritage is located are becoming empty and, obviously, this living heritage is vanishing quickly. As a final contextual remark, it is necessary to highlight that when referring to living heritage we are not speaking about the old monuments and the physical remnants of the past; the reference is made to the ways in which humans relate to nature to conserve it and to make a living out of it. What is being lost is the traditional knowledge built by generations of different people using and living in a particular environment and painfully learning how to take care of it while using it. This knowledge is expressed in many different forms, including the adaptation and conservation of varieties of different crops and animals specifically adapted to these lands, the ways to use and conserve natural resources, the stories and legends that portray how they perceive and understand their environment, etc.

Not only this heritage is being lost, the ecosystems and species carefully maintained by generations are now being left to be used commercially by initiatives that have no relation with that history such as massive beach tourism facilities, real estate development for recreational purposes used a few weeks a year by affluent owners from elsewhere, mining developments, etc. Needless to say, these new ecosystems pose serious threats to the environment and biodiversity.

Viewed from this angle, it is evident that COMDEKS in Turkey faced a number of problems completely different from those addressed in other countries. In many countries, COMDEKS faced issues of poverty, environmental degradation, population growth, and others related with these ones. This is not the case in Turkey; this is not a poor developing country facing the challenges of conservation and development. This is a rich country (13<sup>th</sup> largest economy of the world by PPP, good HDI, low poverty) facing the challenges of fast urbanization and loss of rural heritage that in the past also affected other industrialized countries, with well-known results not precisely in favor of progress in terms of biodiversity conservation or human wellbeing. The COMDEKS SEPLS in Turkey is located in the Datça and Bozburun Peninsulas, exactly at the point where the Aegean and Mediterranean seas come together. This area was selected for COMDEKS based on the following criteria: inclusion of seascapes and landscapes, existence of a living culture with deep historical roots, existence of active civil society organizations, and growing challenges on water availability.

The economy of the region moves around seasonal tourism and many traditional productive activities such as fishing, honey production, timber extraction and agricultural production (almonds, olives, fruits). Local NGOs are very active and very concerned about the loss of cultural heritage and the emigration of the youth to the cities. Therefore, the participatory Baseline Assessment carried out by COMDEKS stressed these subjects and oriented the actions taken by the local groups with the SGP/COMDEKS support.

The initial findings emerging from this visit are the following.

### **1. Effectiveness**

- Project products are visible in the field (equipment, tree plantations, fences, tree nurseries, organic farming, beehives, compost, training activities, recuperation of traditional spiritual sites, social empowerment and articulation of stakeholders, etc.).
- All products are in use by the local groups.
- Local groups seemed active and working in activities related to COMDEKS/SGP and there are visible signals of processes going on, even after the closing of the COMDEKS funding a couple of years ago.
- A significant step taking place after the end of COMDEKS funding but easily attributed to the COMDEKS activities is the organization of the Balikaşiran network. This network was formed initially by the organizations and persons directly related with the implementation of the COMDEKS projects, but it continued evolving to include now all types of persons and organizations interested in nature/culture/human-wellbeing interactions. The network and its members have gained significant credibility in the region and it is now well recognized and regularly consulted by the local governments and central government organizations. In some aspects, such as bee keeping and responsible fishing, its influence started to outgrow the SEPLS and the Mugla province and to reach out to other areas of the country. Moreover, some proposals and policy recommendations emerging from the SEPLS are also finding their way into regional and national policies and regulations.
- Gender inclusion seemed reasonable according to socio cultural practices. Women participate in the groups and activities supported by COMDEKS and they come out in the interviews as very active, but their empowerment is still in process, as they hold powerful positions in the decision-making or in the organizational structures of just some organizations.

### **2. Efficiency**

- In terms of efficiency of delivery, it is well demonstrated that SGP is one of the most efficient delivery arrangements in the international system. This visit confirmed that as the whole program is run by just two persons (NC and one part-time assistant).
- SGP Turkey is part of the SGP Global Programme reporting to the SGP CPMT at UNDP HQ. This is not an Upgraded Country Programme and it is not evident that it will be converted in the near future.
- The intervention strategy followed by SGP Turkey in the SEPLS is based on the joint work of partner NGO organizations with different skills and previous positive experience of work with SGP supporting community processes.
- In fact, SGP Turkey did not have previous focused work in this SEPLS before COMDEKS, just a few projects that had activities in the area and some partners having implemented activities in the past. One of the impacts of COMDEKS is that, two years after the end of financing, most of the external NGOs that participated in COMDEKS are still active in the area, and that several new local groups have emerged to begin their own activities, alone or associated with the larger NGOs, and are also joining the Balikaşiran network.
- Therefore, this strategy strengthened the involvement of the mentioned organizations within the SEPLS, creating not only a more sustainable exit strategy for COMDEKS but also a stronger base for continued action in this area even without SGP intervention.

### **3. Relevance**

- All activities seemed relevant to local groups and to different processes linked to GEF / UNDP / COMDEKS / Satoyama / SGP and country and regional priorities.
- The relevance in terms of local needs related to recuperation of traditional knowledge, restoration of traditional sites, valorization of traditional activities, empowerment of local organizations, local networking, natural resources conservation, biodiversity conservation, soil and water management, improving income, etc. is self-evident in terms of what can be observed and what was agreed by the stakeholders in the COMDEKS Country Programme Landscape Strategy.

- Relevance to GEF is clear in terms of its priority subjects (biodiversity, land degradation, international waters, climate change).
- Relevance to UNDP Country Programme is well established and documented.
- Relevance to Satoyama Principles are also evident.

#### **4. Impact**

- Despite COMDEKS activities were funded just by a little more than two years, it is not difficult to identify the impact of these activities at different levels.
- On one hand, there are visible changes that they will most probably remain because of the level of ownership developed by the local stakeholders that achieve them.
- The ex-post assessment made at the end of the COMDEKS intervention showed these changes in relation to the baseline situation. Moreover, the COMDEKS partners maintained their involvement in Datça-Bozburun providing support, technical assistance and some funding, after the conclusion of COMDEKS in 2016.
- Moreover, local groups seemed very grateful for the received support and expressed that these grants were very timely in terms of their own expectations and concerns about the problems of this region.
- Local groups and the local government became motivated for sustainable initiatives that improve their environment and incomes. They are looking forward to continue with their current activities and even to increase them. Therefore, it is evident that a process has been triggered and community members have been motivated to act and have incidence in the different processes that are taking place, in terms of the issues briefly described at the beginning of this report.
- From the perspective of this Terminal evaluation, the most significant impact besides the evident empowerment of the local groups, is the organization and operation of the Balikaşiran Network. While this network was formalized after COMDEKS, its very roots are in the organizations that participated and implemented the COMDEKS projects. Therefore, it is valid to consider it as a COMDEKS spin-off. This network seems very important in terms of bringing stakeholders together and creating major empowerment, as these organizations pull together their complementing skills and capacities. By doing this, they can address more complex issues and start having incidence in local governments and, even more, to project their actions beyond the SEPLS. These actions and the enthusiasm of the stakeholders, along with their activities without COMDEKS or SGP funding are showing that this mechanism has significant potential to maintain the COMDEKS principles and activities within the SEPLS and beyond.

#### **5. COMDEKS / SGP articulation and complementarities**

- From what was seen in the field and collected from local groups and stakeholders the articulation between SGP and COMDEKS was very satisfying and synergies are visible.
- All COMDEKS initiatives were carried out with NGOs that had previous experience with SGP funding and a good grasp of the goals and operations of SGP, as well as working with local communities.
- SGP benefited significantly from COMDEKS in terms of being able to start working in a new area that was prioritized in the participatory process that provided strategic orientation to SGP in terms of focusing its work in a SEPLS with the characteristics already described at the beginning of this document.
- Moreover, SGP benefited from some key COMDEKS innovations such as the landscape approach, baseline assessment, country programme landscape strategy, and ex-post baseline assessment that allowed for better understanding by local groups about key aspects of landscape management, stronger articulation between groups, and other benefits.
- Different aspects tested and validated under COMDEKS such as the landscape approach, baseline assessment, country programme landscape strategy, and ex-post baseline assessment were incorporated in the in the current SGP program for OP6.
- One aspect to be highlighted, is that the new landscapes/seascapes prioritized by SGP for OP6 do not include the Datça-Bozburun peninsulas. In other words, the SEPLS prioritized by the Turkey NSC for COMDEKS was not maintained for OP6. This NSC decision, which has its valid justification, left the processes in Datça-Bozburun without a source of funding to continue with the different actions started with COMDEKS support. Fortunately, the continuity of the process set in place by COMDEKS' partners as

well as its strengthening through other activities raises significant expectation based on the support of the Balikaşiran network's actions.

## **6. Initial conclusions**

- SGP Turkey is a valuable and successful program in this country.
- It is also appropriate for the challenges posed by the larger scale processes affecting rural areas and the rapid urbanization of the country with the consequences already described at the beginning of this report.
- COMDEKS has contributed significantly to launch the SGP work and process in the Datça-Bozburun SEPLS.
- COMDEKS' participatory methodology initiated a learning process at the participatory baseline assessment, that continued with the preparation of the country programme landscape strategy and the identification of desired outcomes and projects suggested criteria selection. Moreover, the participatory ex-post baseline assessment allowed participants to reflect about how to improve their future initiatives. This process is starting to show results and it is expected to continue.
- Most COMDEKS methodological innovations are already adopted by SGP for its next interventions
- The landscape approach promoted by COMDEKS has gained initial firm ground in Turkey, but it is yet much work to be done to achieve its final goals. In other words, there are excellent gains in terms of confidence, interest, commitment and empowerment of the local groups, but more work, time and activities are needed to achieve actual landscape-level changes.
- At the moment, the different groups know each other, know what they are doing and are sharing experiences. But each group is still doing their own work in their own area with just the first few steps towards a major articulation in terms of the larger scale landscape level processes such as landscape ecological processes and interventions, larger scale initiatives beyond primary production such as joint marketing and processing, networking at a larger geographical scale, policy influencing, and other larger scale (landscape) level potential actions.
- These landscape-level results are within reach of the current stakeholders and their processes and organizations but were not achieved yet because they require longer processes than the 2-3 years supported by COMDEKS.
- The change process required to achieve complete sustainability in Datça-Bozburun SEPLS face significant challenges in both ecological and social terms given the massive socio-economic processes that are fueling the undesired changes. Moreover, the landscape approach implies a change in the way community perceive themselves, their relations, their history and ancestry and the production; and therefore, it takes time and sustained efforts to achieve the goals at its highest level. Stakeholders are motivated to assume the challenges associated with this change.
- While the process keeps progressing, it is just fair to take stock of the very good work done in the last few years and the lessons learned during this process in order to keep these processes active and in the hands of the local stakeholders to achieve the ambitious goals they set for themselves in terms of the sustainable future of their region.

*A.Imbach, September 17, 2017*



## ANNEX 10. SUMMARY OF PREVIOUS EVALUATIONS OF SGP COUNTRIES IMPLEMENTING COMDEKS

This annex includes the Project Information Table and the Evaluation Rating Tables of the three SGP upgraded countries evaluated by the COMDEKS evaluator that implemented COMDEKS activities. In the three countries, the COMDEKS activity areas were included as part of the field visits. While the Report is not focused solely on COMDEKS, They are included in this Report as COMDEKS are an integrated component of these programs and the visits to COMDEKS sites in each country contributed to the overall UCP evaluation.

### COSTA RICA MID-TERM REVIEW - June 2014

#### Project Information Table

PROJECT SUMMARY TABLE				
Project Title:	Fifth Operational Phase of the GEF Small Grants Program in Costa Rica			
GEF Project ID:	PIMS 4560		<i>at endorsement (Million US\$)</i>	<i>At completion (Million US\$)</i>
UNDP Project ID:	00079305	GEF financing:	4,398,148.-	n.a.
Country:	Costa Rica	IA/EA own:	1,100,000.-	n.a.
Region:	LAC	Government:	638,400.-	n.a.
Focal Area:	MFA (Multifocal)	Other:	2,886,600.-	n.a.
Operational Program:	Biodiversity Climate Change Land Degradation	Total co-financing:	4,625,000.-	n.a.
Executing Agency:	UNOPS	Total Project Cost:	9,023,148.-	n.a.
Other Partners involved:		PRODOC Signature (date Project began):		July 1 <sup>st</sup> , 2011
		(Operational) Closing Date:	Proposed: June 30, 2015	Actual: June 30, 2015

#### Evaluation Rating Table

Measure	MTR Rating	Achievement Description
<b>Project Strategy</b>	N/A	The Project strategy is sound. The Project Logical Framework LFA is well constructed and it is constantly used by the project (National Steering Committee and National Coordination). Identified Project LFA Indicators and Goals are too many and not adequate to SGP implementation mechanisms.
<b>Progress Towards Results</b>	Objective Achievement Rating: 6 Highly satisfactory	The Achievement Rating is based on the Achievement of individual results below. In turn, those are based on the Summary Table of Progress Towards Results (previous section) and the fully detailed table in section 4.2 Progress Towards Results. Moreover, the MTR has not identified areas of concern or remaining barriers to achieve the results.
	Outcome 1 <i>Community-based actions mainstream biodiversity conservation and sustainable use into production landscapes in biological corridors and PA buffer zones</i> Achievement Rating: 6 Highly satisfactory	According to the above Tables, the SGP has already achieved 3 indicators and targets of this Outcome, while the remaining 3 show considerable progress and are assessed as On-target.

	<p>Outcome 2 Green-house gas emissions reduced and carbon stocks increased through community-based actions. Achievement Rating: 6 Highly satisfactory</p>	<p>According to the above Tables, the SGP has already achieved considerable progress in all indicators of this Outcome and all of them are assessed as On-target based on the commitments established in the pertinent proposals still under implementation.</p>
	<p>Outcome 3 <i>Conservation of productive lands and restoration of degraded lands contribute to sustainability and improved local livelihoods.</i> Achievement Rating: 6 Highly satisfactory</p>	<p>According to the Tables mentioned above, the SGP has already achieved 1 indicator and its targets of this Outcome, while the remaining ones show considerable progress and are assessed as On-target.</p>
	<p>Outcome 4 <i>Community-based organizations and their members with improved capacities and knowledge management for replication and up-scaling of best practices.</i> Achievement Rating: 6 Highly satisfactory</p>	<p>According to the Tables mentioned above, the SGP has already achieved considerable progress in all indicators of this Outcome and all of them are assessed as On-target based on the commitments established in the pertinent proposals still under implementation.</p>
<b>Project Implementation &amp; Adaptive Management</b>	5 Satisfactory	<p>According to the results shown in Section 4.3 (Management Arrangements) regarding Work planning, Finance and co-finance, Project-level monitoring and evaluation systems, Stakeholder engagement, Reporting and Communications, all these areas are managed adequately and the MTR did not identify any major concern about them. There are some issues to be addressed during the rest of OP5 (GEF TT, completing the climate change M&amp;E component, etc.) that prevented giving the maximum rating.</p>
<b>Sustainability</b>	4 Likely	<p>According to the results shown in Section 4.4 Sustainability, the MTR did not identify any major concern about them and all different sustainability areas (financial, socioeconomic, institutional and environmental) were assessed as Likely.</p>

## ECUADOR MID-TERM REVIEW - July 2014

### Project Information Table

PROJECT SUMMARY TABLE				
Project Title:	Fifth Operational Phase of the GEF Small Grants Program in Ecuador			
GEF Project ID:	4375		<i>at endorsement (Million US\$)</i>	<i>At completion (Million US\$)</i>
UNDP Project ID:	PIMS 4518	GEF financing:	4.398.145.-	
Country:	Ecuador	IA/EA own:	1.000.000.-	
Region:	LAC	Government:	2.150.000.-	
Focal Area:	Biodiversity	Other:	1.650.000.-	
Operational Program:	Biodiversity	Total co-financing:	4.800.000.-	
Executing Agency:	UNOPS	Total Project Cost:	9.198.145.-	
Other Partners involved:		PRODOC Signature (date Project began):	September 1 <sup>st</sup> , 2011	
		(Operational) Closing Date:	Proposed: June 30, 2015	Actual: June 30, 2015

### Project Description

The Ecuador SGP Country Program was “upgraded” at the start of GEF OP5. “Upgrading” means that the Country Program is implemented as a GEF full-size project financed under the OP5 STAR allocation to Ecuador.

The long-term project Objective is to conserve biodiversity by reducing habitat fragmentation and strengthening ecological connectivity across production landscapes through community initiatives and actions in globally significant ecosystems in Ecuador.

The project is achieving global environmental benefits through a) effective community land use governance and planning in place for increasing ecological connectivity in four regions b) rural communities with increased sustainable livelihood options appropriate for fragile and globally significant ecosystems, and c) knowledge systematized and disseminated, and communities trained in project design, monitoring and evaluation for adaptive management and learning

The project is executed by UNOPS as Implementing Partner using the existing Country Program mechanism of the GEF Small Grants Program (SGP) in Ecuador, including grant approval by the National Steering Committee and day-to-day management by the Country Program Team under the leadership of the Country Program Manager (National Coordinator). The project collaborates with a large number of partners including Governmental institutions, national and local NGOs and scientific institutions.

The Ecuador SGP Country Program adopted a very innovative approach in GEF OP5 (see subsection Project Strategy within Section 3.3 Project description and strategy). The key innovation is the adoption of a territorial approach based on three elements: ecological connectivity, productive landscapes and associativity. While the territorial approach concept is not new, the way in which it is implemented is quite interesting. It started with a process of analysis of the long SGP experience and what was learned from it, including who worked with the SGP and how, and the territorial priorities linked to the experiences. From this analysis, SGP Ecuador prioritized four ecological regions (territories) at the country level: Sierra Norte (mountains), Sierra Central y Sur (mountains), Amazonia and Costa (Coast). In each of them a participatory

Territorial Working Group (GTT) was established, including Governmental organizations, local Governments and social organizations. Each GTT developed a Territorial Action Agreement (ASOCIATE) among its participants and adjusted the definition of several “biocorridors” within its region/territory (16 biocorridors for the whole project). In each biocorridor a Biocorridor Working Group (Mesa de Trabajo del Biocorredor - MTB) was established again as a participatory mechanism with the local organizations, local Governments and active governmental organizations in the biocorridor. Each MTB developed a plan (ACBIO, Biocorridor Action Plan) for its biocorridor, and based on these plans the projects to be supported by SGP were identified as well as the organizations who will manage them, and the neighbor organization who will participate in each project. In this way, the MTB aims to achieve ecological connectivity impacts at biocorridor level (e.g. paramo protection at large scale); production landscapes (recuperation of traditional forgotten crops, ecological agriculture, local markets for ecological products, value adding to raw agricultural products, etc. benefiting local communities and groups regarding income and food security aspects); and, not less important, strengthening the local “social fabric” by having different organizations working together in the same project.

While it is still too early to identify impacts because grant projects have been running for just 12 to 14 months, this approach should be followed closely because it can provide good directions to address the perennial constraint of the small projects: how to achieve larger scale impacts.

### Evaluation Rating Table

Measure	MTR Rating	Achievement Description
<b>Project Strategy</b>	N/A	The Project strategy is sound. The Project Logical Framework is well constructed and it is constantly used by the project (National Steering Committee and National Coordination).
<b>Progress Towards Results</b>	Objective Achievement Rating: 6 Highly satisfactory	The Achievement Rating is based on the Achievement of individual results below. In turn, these are based on the Summary Table of Progress Towards Results (previous section) and the fully detailed table in section 4.2 Progress Towards Results. Moreover, the MTR has not identified areas of concern or remaining barriers to achieving the results.
	Outcome 1 <i>Effective community land use governance and planning is in place for increasing ecological connectivity in 4 ecosystems</i> Achievement Rating: 6 Highly satisfactory	According to the above Tables, the SGP has already achieved all three indicators and targets of this Outcome.
	Outcome 2 <i>Rural communities have increased sustainable livelihood options appropriate for fragile and globally significant ecosystems</i> Achievement Rating: 6 Highly satisfactory	According to the above Tables, the SGP has already achieved four of the five agreed Indicators and the fifth is assessed as On-target based on the commitments established in the pertinent proposals still under implementation.
	Outcome 3 <i>Knowledge systematized and disseminated, and communities trained in project design, monitoring and evaluation for adaptive management and learning</i> 6 Highly satisfactory	According to the Tables mentioned above, the SGP has already achieved 1 indicator and its targets for this Outcome, while the remaining two show considerable progress and are assessed as On-target.
<b>Project Implementation &amp; Adaptive Management</b>	6 Highly satisfactory	According to the results shown in Section 4.3 (Management Arrangements) regarding Work planning, Finance and co-finance, Project-level monitoring and evaluation systems, Stakeholder engagement, Reporting and Communications, all these areas are managed adequately and the MTR did not identify any major concern about them.
<b>Sustainability</b>	4 Likely	According to the results shown in Section 4.4 Sustainability, the MTR did not identify any major concern about them and in three different sustainability areas (financial, socioeconomic and environmental) were assessed as Likely, while the fourth area (institutional and governance) is assessed as Moderately Likely.

## BRAZIL MID-TERM REVIEW - August 2015

### Project Information Table

PROJECT SUMMARY TABLE				
Project Title:	Fifth Operational Phase of the GEF Small Grants Program in Brazil			
GEF Project ID:	PIMS 4578		<i>at endorsement (Million US\$)</i>	<i>At MTR (Million US\$)</i>
UNDP Project ID:	BRA-12G32	GEF financing:	5,000,000.-	2,080,088.-
Country:	Brazil	IA/EA own:	3,450,000.-	1,753,500.-
Region:	Latin America and the Caribbean	Government:	0.-	0.-
Focal Area:	Multifocal	Other:	1,893,500.-	712,300.-
Operational Program:	Biodiversity Climate Change Land Degradation	Total co-financing:	5,343,500.-	2,465,800.-
Executing Agency:	PNUD Brazil Country Office	Total Project Cost:	10,343,500.-	4,441,800.-
Other Partners involved:		PRODOC Signature (date Project began):		May 2, 2013
		(Operational) Closing Date:	Proposed: December 31, 2016	Actual: Same Dec 31, 2016

### MTR Rating Table

Based on the above results and other information presented in the main text, the following Project MTR Rating Table was prepared.

Measure	MTR Rating	Achievement Description
<b>Project Strategy</b>	N/A	The Project strategy is sound in the context of dealing with two weakly addressed huge biomes in the largest country of Latin America. The triple pronged approach (field projects, knowledge management and contributions to policy) seems very adequate. The Project LFA is well constructed and it is used by the project (National Steering Committee and National Coordination).
<b>Progress Towards Results</b>	<p><u>Project Objective:</u>  <i>Conservation of the Cerrado and Caatinga biomes of Brazil through community initiatives on sustainable resource use, and actions that maintain or enhance carbon stocks and increase areas under sustainable land management</i></p> <p>Achievement Rating:  6 Highly satisfactory</p>	<p>The Achievement Rating is based on the Achievement of Project Indicators. As presented in the Summary Table of Progress Towards Objectives and the fully detailed table in section 4.2 Progress Towards Project Objectives.</p> <p>According to the Tables mentioned above, the SGP has already achieved all three indicators and targets of this Outcome.</p> <p>There is just some imbalance between target areas managed sustainably in both biomes, with achievements in the <i>Cerrado</i> twice as large as committed and the opposite in the <i>Caatinga</i>. As more than 90% of the grants are already under way, but there are more of them in the <i>cerrado</i> than the <i>caatinga</i>, it is not clear if this imbalance will be reduced significantly at end of project.</p>

	<p><u>Outcome 1</u> <i>Sustainable use and management of natural resources by communities to enhance conservation of biodiversity in the production landscape</i></p> <p>Achievement Rating: 6 Highly satisfactory</p>	<p>In this Outcome the SGP Brazil has already achieved 1 indicator (3 in total), and the other three are rated as On target.</p> <p>The MTR is recommending adjusting one of these indicators in order to have it better defined. (See Recommendation 2)</p>
	<p><u>Outcome 2</u> <i>Carbon stocks maintained through avoiding land use change and improved agriculture and forest management at the community level</i></p> <p>Achievement Rating: 6 Highly satisfactory</p>	<p>Same as Outcome 1. There is one indicator already achieved and the other three are rated as On target.</p> <p>The MTR is also recommending adjusting one of these indicators in order to have it better defined. (See Recommendation 2)</p>
	<p><u>Outcome 3</u> <i>Sustainable land management techniques preventing land degradation, restoring agro-ecosystem services, and improving livelihoods of local communities implemented</i></p> <p>Achievement Rating: 6 Highly satisfactory</p>	<p>This outcome has two indicators. One was already achieved (and surpassed by a factor of five) and the other is On target.</p> <p>Most of the commitments for the second indicator are coming from a cofinancing project (COMDEKS / Satoyama initiative) that began its field operations early this year; therefore its progress were not formally reported yet and not captured by the SGP M&amp;E System.</p>
	<p><u>Outcome 4</u> <i>Communities deliver global environmental benefits through capacity development and knowledge management</i></p> <p>Achievement Rating: 6 Highly satisfactory</p>	<p>This Outcome has three indicators and all of them are achieved already and one of them widely surpassed.</p>
<b>Project Implementation &amp; Adaptive Management</b>	6 Highly Satisfactory	<p>According to the results shown in Section 4.3 (Management Arrangements) regarding Work planning, Finance and co-finance, Project-level monitoring and evaluation systems, Stakeholder engagement, Reporting and Communications, all these areas are managed adequately and the MTR did not identify any major concern about them.</p> <p>There is a minor issue about the delay in reporting to the GEF TT but as the information is already available, this issue is not significant enough to reduce the rating</p>
<b>Sustainability</b>	4 Likely	<p>According to the results shown in Section 4.4 Sustainability, the MTR did not identify major concerns about different sustainability areas (financial, socioeconomic and institutional) were assessed as Likely, while environmental one was assessed as Moderately likely because of the expected impacts of climate change in a sub-humid to semi-arid biomes according to current scenarios and models.</p>

## ANNEX 11 Evaluation Consultant Agreement Form

### Evaluation Consultant Agreement Form<sup>1</sup>

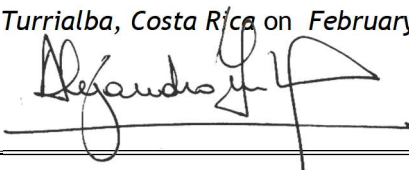
Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Alejandro Carlos IMBACH

Name of Consultancy Organization (where relevant): Not relevant

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

Signed at *Turrialba, Costa Rica* on *February 10, 2017*

Signature: 

---

<sup>1</sup>[www.unevaluation.org/unegcodeofconduct](http://www.unevaluation.org/unegcodeofconduct)

## ANNEX 12. Terminal Evaluation Report Clearance Form

<b>Terminal Evaluation Report Reviewed and Cleared By:</b>	
<b>Commissioning Unit</b>	
Name: _____	
Signature: _____	Date: _____
<b>UNDP-GEF Regional Technical Advisor</b>	
Name: _____	
Signature: _____	Date: _____