

United Nations Development Programme



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Resilient nations.*

**Global Policy Centre for Resilient Ecosystems and Desertification (GC-RED)
Global Policy Centre Programme for 2015-2020**

**Midterm Review of the Programme
November-December 2018**

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ABBREVIATIONS AND ACRONYMS

3RP	Regional Refugee and Resilience Plan
AADP	Africa-Asia Drought Risk Management Peer Assistance Network
BES	Biodiversity and ecosystem services
BES-Net	Biodiversity and Ecosystem Services Network
BMU	Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety
CBD	Convention on Biological Diversity
CoBRA	Community Based Resilience Analysis
COP	Conference of the Parties
COW	Coalition of the Willing on Pollinators
CRIC	Committee for the Review of the Implementation of the Convention
DDC	Drylands Development Center
DRM	Drought risk management
ECIS	Europe and the Commonwealth of Independent States
FAO	Food and Agriculture Organization
GAP	Gender Action Plan
GC-RED	Global Policy Centre on Resilient Ecosystems and Desertification
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GLO	Global Land Outlook
GPN	Global Policy Network
ICARDA	International Center for Agriculture Research in the Dry Areas
IDDRSI	IGAD Drought Disaster Resilience Sustainability Initiative
IGAD	Intergovernmental Authority on Development
IKI	International Climate Initiative
IPBES	Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services
IUCN	International Union for Conservation of Nature
LDN	Land Degradation Neutrality
MEP	Multidisciplinary Expert Panel
MTR	Mid-term review
NEA	National ecosystem assessment
NFP	National Focal Point
NRI	Natural Resources Institute
PEI	Poverty-Environment Initiative
PEP	Poverty-Environment Partnership
PPT	Policy and Programme Team
RAU	Resilience Analysis Unit
SDGs	Sustainable Development Goals
SLM	Sustainable land management
SP	Strategic Plan
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	UN Educational, Scientific and Cultural Organization
UNSO	United Nations Sudano Sahelian Office
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
WCMC	World Conservation Monitoring Centre

EXECUTIVE SUMMARY

The midterm review of the Centre's Programme for 2015-2020 was conducted in November-December 2018 to:

- 1) Assess the extent of achievement of the intended results of the Programme as defined in the results and resources framework;
- 2) Generate findings on the opportunities and challenges faced during the implementation of the Programme; and
- 3) Recommend actions to be taken for the successful implementation of the Programme during the remaining period in 2019-2020.

The MTR was carried-out internally, as stipulated in the Programme Document, by the Policy and Programme Team of the Centre.

The main findings of the review are highlighted below.

The Programme is on-track to achieve its intended results. The activities are highly relevant to the strategic priorities of the Centre's partners, the UNDP Strategic Plan and the implementation of the Sustainable Development Goals. The findings show good overall efficiency of the Programme. The reporting indicates that activities were implemented in a timely manner and according to the annual workplans and budgets approved by the Programme Board.

The intervention strategy proved effective for producing good results. It builds on the Centre's strong partnership with the UNCCD and its growing collaboration with IPBES and UNEP. The Programme worked closely with a variety of organizations such as UN Women and NRI on gender mainstreaming and women's empowerment, as well as with ICARDA, IUCN and GIZ on sustainable land management. National and regional-level activities were delivered with operational and technical support from UNDP regional service centres and country offices.

The effectiveness of Programme implementation has been highly satisfactory. The Progress towards Results Matrix reveals that the midterm targets have been achieved, with some being exceeded, while the overall progress towards the end-of-project targets is on-track.

The UNCCD-related interventions were delivered effectively, contributing significantly to the advancement of Land Degradation Neutrality and the promotion of Dryland Women's Empowerment. The effectiveness of the Centre's support was recognized by the Executive Secretary of the Convention who indicated that the major outcomes of COP13 – including the adoption of the UNCCD Strategic Framework for 2018-2030 and its accompanying Gender Action Plan as well as the launch of the Global Land Outlook – “were made possible by UNDP's contribution and the support provided through the Global Policy Centre on Resilient Ecosystems and Desertification”.

BES-Net activities were implemented effectively. Biodiversity and ecosystem friendly policy actions were taken by Trialogue participating countries; improved scientific knowledge and awareness were reported within the NEA target countries; and the number of users and followers of the BES-Net online tools are steadily increasing. BES-Net’s catalytic role in strengthening the science-policy-practice interface is highly appreciated and its contribution to the implementation of the IPBES Capacity Building Rolling Plan is repeatedly acknowledged by the Platform and other BES partners.

The interventions of the Programme are likely to have a positive impact on addressing critical challenges for sustainable development including land degradation, women’s empowerment, resilience building and loss of biodiversity and ecosystem services. The Programme has contributed to the achievement of the strategic objectives of its partners - including halting and reversing land degradation and conserving biodiversity and ecosystem services - through policy advocacy, knowledge sharing, technical and capacity building support.

The main achievements of the partners Programme will likely last beyond its life cycle, ending in 2020, due to the strong ownership by the partners of the initiatives supported. The catalytic approach of the Programme contributed towards the sustainability of its interventions, through the provision technical support and seed funding to advance major global initiatives on sustainable land management, dryland women’s empowerment, conservation and sustainable use of biodiversity and ecosystem services.

The overall rating of the Programme is satisfactory as summarized in the table below.

Overall Rating of the Programme

Criterion	Summary Assessment	Rating ¹
A. Relevance	The activities are highly relevant to the strategic priorities of the Centre’s partners, the UNDP Strategic Plan and the implementation of the Sustainable Development Goals	HS
B. Efficiency	The findings show good overall efficiency of the Programme. The reporting indicates that activities were implemented in a timely manner and according to the annual workplans and budgets approved by the Programme Board.	S
C. Effectiveness	The midterm targets have been achieved, with some being exceeded, while the overall progress towards the end-of-project targets is on-track. Strong satisfaction of the Programme partners with the support provided and results achieved.	HS
D. Impact Likelihood	The interventions of the Programme are likely to have a positive impact, having	S

	contributed significantly to addressing critical challenges for sustainable development including land degradation, women's empowerment, resilience building and loss of biodiversity and ecosystem services.	
E. Intervention Strategy	The intervention strategy proved effective for producing good results. It builds on the Centre's strong partnership with the UNCCD and its growing collaboration with IPBES and UNEP.	S
F. Sustainability	The main achievements of the Programme will likely last beyond its life cycle, ending in 2020, due to the strong ownership by the partners of the initiatives supported.	S
Overall programme rating	The Programme is on-track to achieve its intended results. It is implemented in an efficient and effective manner to the satisfaction of its partners.	S

1. Six Point Progress Rating Scale: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU)

The way forward for Programme implementation in 2019-2020 is described below.

The midterm review concluded that the overall performance of the Programme is satisfactory. The Programme is on-track to achieve its intended results and is implemented in an efficient and effective manner to the satisfaction of its partners. This assessment is in-line with the Project Quality Assessment undertaken by UNDP in March 2018, which rated Programme implementation as "Highly Satisfactory" and concluded that "the Programme was of sufficient quality to continue as planned". The Programme Board, at its last meeting in February 2018, commended the Team for the effective implementation of the Programme and recommended to continue investing in the partnerships supporting its implementation.

In this context, the review did not recommend significant adjustments to the strategy, activities and budget of the Programme for the remaining period in 2019-2020. The implementation of the Programme will proceed as planned, taking into account the following considerations:

1. The 2019 workplan will be marked by the Programme's contributions to UNCCD COP14, building on current LDN, drought and gender activities, as well as to IPBES-7 through the UN Collaborative Partnership and BES-Net. A Regional Dialogue for Anglophone Africa is planned under the theme "Bright Spots for Land Degradation Neutrality, Pollinators and Food Security" and the NEAs will be completed in the four target countries.

2. UNDP's policy and programme support was redesigned and reconfigured in 2018 into a Global Policy Network (GPN) to better support the implementation of the Strategic Plan in 2019-2021. Under the GPN, the Centre will be called upon to support the delivery of tasks in its area of expertise, which is clearly reflected in the GPN Domains of Expertise under "Planet/Natural Capital/Ecosystems and Biodiversity/Dryland Ecosystems and Land Degradation". Provisions will be made in the Programme workplans to accommodate these requests to the extent feasible.
3. The Centre will pursue its resource mobilization efforts in 2019-2020 for securing additional funding to respond to the increasing demand on its services in drylands development and sustainable management of land/natural resources. These efforts are crucial for mobilizing resources for the next Programme cycle of the Centre starting in 2021.

1.0. INTRODUCTION

1.1. Background

The Global Policy Centre on Resilient Ecosystems and Desertification was constituted in October 2014, building on the achievements of the former Drylands Development Center. GC-RED's substantive focus covers the following areas of work: sustainable management of renewable natural capital for optimal livelihoods and jobs creation, with a focus on the poorest communities; and ensuring social and ecological resilience in drylands and other fragile ecosystems.

The Centre's Programme for 2015-2020 is designed to achieve the following results:

- 1) Global thinking and knowledge sharing on inclusive and sustainable development in drylands and other fragile ecosystems advanced; and
- 2) Capacities to address science-policy issues related to biodiversity and ecosystem services management and utilization developed.

The first result covers the Centre's core policy work in support of the UNCCD, with primary focus on land degradation neutrality and resilience building. The second result was added in July 2016, following a substantive revision of the initial Programme Document signed in February 2015. The objective of this revision was to incorporate the BES-Net initiative in the Programme.

The Programme Board convened annually to: a) review implementation and provide feedback on the results achieved and challenges encountered; b) approve annual reports, workplans and budgets; c) guide partnership building and resource mobilization efforts; and d) provide overall guidance and strategic direction to the Programme. The last Board meeting, held in Bonn in February 2018, concluded that the Centre was on track to deliver the intended results and recommended to continue investing in the partnerships established within the framework of the Programme. It was also agreed to conduct the midterm review (MTR) of the Programme in the last quarter of 2018.

As part of the implementation of UNDP's new Strategic Plan for 2018-2021, all business units were requested in July 2018 to formally link their projects/programmes to the relevant SP output in the project management system (i.e. Atlas). The linking exercise was completed successfully by the Centre, thus ensuring that Programme activities contribute to SP implementation. Moreover, UNDP will launch its GPN in January 2019 to scale-up support to SDGs implementation. The MTR provides a timely opportunity for the Centre to better align its work with the requirements of the GPN and update the Programme workplan for the remaining period of implementation in 2019-2020.

1.2. Scope of Review

The main objectives of the midterm review are to:

- 4) Assess the extent of achievement of the intended results of the GC-RED Programme for 2015-2020 as defined in the results and resources framework;
- 5) Generate findings on the opportunities and challenges faced during the implementation of the Programme; and
- 6) Recommend actions to be taken with regards to the successful implementation of the Programme for the remaining period in 2019-2020.

The specific issues to be studied by the review include:

- The *relevance* of the Programme to the priorities of the Centre's partners, the UNDP Strategic Plan and the implementation of the Sustainable Development Goals.
- Its *efficiency* in terms of the cost effectiveness of converting means into results and the implementation of activities in a timely manner according to the agreed annual workplans.
- Its *effectiveness*, i.e. extent of progress towards the achievement of the intended results and satisfaction of Programme partners with the support provided.
- Its *impact likelihood* in terms of contributing towards enhancing natural resource management, building resilience and promoting gender equality and women empowerment.
- Its *intervention strategy* in terms of implementation arrangements, network of partners, flexibility/responsiveness in adjusting to new developments and emerging priorities.
- *The sustainability of results* in terms of their ownership by the partners and lasting benefits beyond the life of the Programme.

The MTR was conducted internally as stipulated in the Programme document. It was carried out by Policy and Programme Team (PPT) of the Centre - comprising of the Director, the Senior Technical Advisor, the Policy Specialist, and the Operations Specialist – as follows:

- Desk review of relevant documentation;
- Dedicated PPT meetings to assess progress towards results and recommend adjustments, as needed, for the remaining period in 2019-2020; and
- Preparation of the MTR report and integration of its main findings in the 2018 Annual Report for submission to the Programme Board in early 2019.

The terms of reference of the MTR are attached in Annex 1.

2.0. FINDINGS

2.1. Relevance

Relevance to the Priorities of the Centre's Partners

The Centre, through its various incarnations over the past forty-five years¹, has been at the forefront of promoting sustainable development in drylands. On behalf of UNDP, the Centre supported the establishment of the UNCCD. It assisted over 70 countries in the formulation and implementation of their National Action Programmes to Combat Desertification.

In 2014, the Centre's mandate was expanded to embrace a broader agenda related to the sustainable management of natural capital and resilience building. Its Programme for 2015-2020 was designed to pursue the Centre's drylands mandate, as UNDP' focal unit for the UNCCD, while integrating new activities in-line with its expanded role such as BES-Net.

The Centre's drylands activities for 2015-2020 are fully aligned with the strategic priorities of UNCCD. Technical and financial support was provided to support countries preparedness to achieve Land Degradation Neutrality, now the guiding principle for UNCCD implementation. This included support to the implementation of the LDN Target Setting Programme, through capacity building activities to introduce the LDN conceptual framework, assist in the establishment of national LDN targets and prepare national reports to assess progress towards these targets.

In response to persistent calls from UNCCD Parties to better mainstream gender and women's empowerment in the implementation of the Convention, the Centre published a series of thematic papers and policy briefs on Women's Empowerment in the Drylands. These papers, prepared in partnership with the UNCCD and NRI, served to inform the policy dialogue on gender equality and women's empowerment in UNCCD implementation.

In 2015-2017, the Centre provided technical and financial support for the preparation of the Global Land Outlook, an ambitious policy initiative led by the UNCCD Secretariat to determine the future course of land policies and land management across the globe. The GLO was launched at UNCCD/COP13 in Ordos, China, in September 2017 by the UNCCD Executive Secretary and the UNDP Director for Sustainable Development.

¹ The Centre originated from the United Nations Sudano Sahelian Office (UNSO). It was established, following a United Nations General Assembly decision in 1973, to address the problems of drought in Sahelian countries. UNSO was transferred to UNDP from the UN Secretariat in 1976. In 1994, UNDP designated UNSO as its central entity to lead on its work in desertification control, drought preparedness and mitigation. UNSO was transformed into the UNDP Office to Combat Desertification and Drought in 1995, and the Administrator created a UNDP Trust Fund to channel extra-budgetary resources for UNSO's work. In 2001, UNSO became DDC and moved from New York to Nairobi. In 2014, DDC was reorganized into the UNDP GC-RED.

The Centre is helping advance the Convention's work on drought, the second pillar of its new Strategic Framework for 2018-2030. It is providing technical and financial support for the implementation of the UNCCD Drought Initiative which aims to enhance the resilience of communities and ecosystems to drought through the design of drought action plans and the provision of guidance on drought mitigation measures.

The relevance of the Centre's support is clearly acknowledged by the Convention. In a letter to the UNDP Administrator, the UNCCD Executive Secretary expressed her satisfaction with the UNDP/UNCCD partnership and the support provided by the Centre.

Decision IPBES-2/8 formalized the strategic collaborative partnership between IPBES and four UN organizations, including UNDP. Since 2016, the Centre has been UNDP's representative vis-à-vis IPBES to strengthen institutional linkages. BES-Net activities are designed to support the implementation of the Platform's programme of work (2014-2018) at global, regional and national levels, and progress in their implementation is reported to IPBES, its member states and other partners through the Platform's annual plenary sessions.

BES-Net's supportive efforts through the organization of regional Dialogues and facilitation of national ecosystem assessments are repeatedly acknowledged by IPBES National Focal Points, Multidisciplinary Expert Panel members and the Secretariat/Technical Support Unit as proven good practices. The key outcomes of BES-Net activities at regional and national levels are recorded in the IPBES Impact Tracking database as an effective contribution to the implementation of the IPBES Capacity Building Rolling Plan.

Relevance to the UNDP Strategic Plan

The Centre plays a key role in advancing UNDP's commitment to inclusive and sustainable development, by promoting sustainable management of natural resources and enhancing resilience in drylands and fragile ecosystems. The Centre's Programme for 2015-2020 was designed to support the delivery of its mandate, through: 1) applied research and analysis; 2) policy and technical advice; 3) programme development and implementation support; 4) knowledge sharing; and 5) development of tools and methodologies.

The Programme was linked to the UNDP Strategic Plan for 2014-2017. Activities pertaining to UNCCD and IPBES contributed to the delivery of SP Output 1.3 on "solutions for sustainable management of natural resources", while the work on drought risk management and resilience fed into SP Output 5.2 on "implementation of disaster/climate risk management measures". The support to the implementation of the Regional Refugee and Resilience Plan (3RP) in Syria and Lebanon contributed to UNDP's efforts to stabilize the livelihoods of crisis affected men and women (SP Output 6.1). The publication of knowledge products, the organization of major events within UNCCD, IPBES and PEP processes, and the support of knowledge networks such as BES-Net, Africa-Asia Drought Risk Management Peer Assistance Network, and IGAD's Resilience Analysis Unit, contributed to UNDP's work on South-South/Triangular Cooperation and knowledge generation/sharing (SP Outputs 7.5 and 7.7 respectively).

As part of the implementation of its new Strategic Plan for 2018-2021, UNDP requested all its business units in July 2018 to formally link their projects to relevant SP Outputs in Atlas (the organization's project management system). This exercise was completed successfully with the linking of the Centre's Programme to SP Output 2.4.1, i.e. "Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources, in line with international conventions and national legislation". The Programme was linked to one SP Output only as per the corporate directives. Programme activities in 2018-2020 will contribute to UNDP's efforts towards this output, building on its solid partnership with the UNCCD on land degradation neutrality and drought risk management, as well as with IPBES on protection and sustainable use of vital natural assets.

The Centre led the preparation of UNDP's position papers on Sustainable Land Management for UNCCD/COP12 and Land Degradation Neutrality for UNCCD/COP13. It coordinated effectively UNDP's participation in these global events, which resulted in excellent visibility and positioned UNDP as a valued partner for global SLM/LDN work. Furthermore, the Centre supported, on behalf of UNDP, the capacity development work of IPBES by promoting the uptake of the global thematic assessments and facilitating national biodiversity and ecosystem assessments in selected countries.

Relevance to the Sustainable Development Goals

The Programme contributes primarily to the achievement of SDG 15 which urges countries to "Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss".

More specifically, activities in partnership with UNCCD aim at supporting countries to achieve LDN or SDG Target 15.3 on "combating desertification, restoring degraded land and achieving land degradation neutrality". LDN is a positive aspirational goal that entails: adopting sustainable land management policies and practices to minimize and avoid land degradation; and rehabilitating degraded and abandoned lands.

The adoption of LDN helps promote sustainable development in a number of ways, contributing to SDG 15 and other related goals, including poverty eradication (SDG 1), food security (SDG 2), water (SDG 6), and climate change (SDG 13). As such, the Centre considers LDN to be an "SDG Accelerator" which provides options to simultaneously meet these goals in a cost effective and ecologically sound manner.

The activities undertaken in partnership with IPBES are designed to help countries achieve SDG Target 15.1 on the "conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in line with obligations under international agreements" as well as SDG Target 15.5 on "taking urgent and significant action to reduce the degradation of natural habitats and halt the loss of biodiversity". The Centre's support aims to strengthen the interface between science/traditional knowledge, policy and practice for

achieving these targets. The BES-Net network has grown significantly over the past 3 years, working closely with, and promoting interactions among, more than 800 individual registered users and over 100 institutional partners as of December 2018.

2.2. Efficiency

The Centre delivers its global Programme in close collaboration with its strategic partners (UNCCD, IPBES, UNEP, etc.), as well as through the UNDP network of country offices and regional service centres.

The findings show good overall efficiency of the Programme. The reporting indicates that activities were implemented in a timely manner and according to the annual workplans and budgets approved by the Programme Board. The Programme Team assessed the production of the intended targets which were mostly achieved, and sometimes exceeded, while respecting the approved budgets (*see Annex 2 regarding the achievement of targets*). The evidence gathered through the review of the relevant documentation, the feedback from the Board and the annual Project Quality Assurance Assessments conducted by UNDP confirms the validity of the implementation strategy, monitoring and reporting of the Programme.

The result-based planning process and the quarterly monitoring by the PPT contributed to the achievement of the intended results. The Programme has advanced well in 2015-2018 and delivered its activities to the satisfaction of its partners. It has contributed to the publication of quality knowledge products, supported major events and contributed significantly to various national initiatives.

Considering the relatively small size of the Centre's team, the roles and responsibilities were clearly defined among staff members. The Centre's Director managed the Programme, providing strategic guidance for implementation, liaising with partners and ensuring that resources were efficiently used. The Senior Technical Advisor provided substantive guidance and led the implementation of UNCCD-related activities. The Policy Specialist provided expertise on resilience and led the implementation of the IPBES-related activities. The Operations Associate provided part-time management and finance support. The functional linkages to the UNDP country offices, have clearly enhanced the efficiency of the Programme. The communication between the Programme and its partners was active and regular (e.g. Periodic meetings in Bonn with UNCCD, IPBES and the German Government; monthly Skype calls of the UNCCD Gender Task Force; quarterly virtual meetings among UN collaborative partners to IPBES; biannual face-to-face/virtual meetings with the BES-Net Advisory Committee), which contributed significantly to the efficient delivery of activities.

The evidence shows that Programme played a catalytic role in advancing global initiatives by combining and sequencing the use of its resources along with those of its partners. This is clearly reflected in the support provided, among others, for the publication of the GLO, the

establishment of national LDN Targets, the organization of Regional Dialogues, and the cost-sharing of knowledge products and events within the framework of PEI.

The allocation of Programme funds was made based on the annual workplans approved by the Board and in-line with the contribution agreements signed with the donors. The resources available are adequate for the delivery of the intended results. However, due to the increased demand for the Centre's expertise and support, efforts are underway to mobilize additional resources in 2019-2020 and beyond. This includes the proposal with UNCCD and UN Women to support gender mainstreaming in UNCCD/LDN implementation; the initiative with PBL and EC/JRC to explore future changes in land use and conditions in Eastern Africa; and the discussions with the International Climate Initiative (IKI), BMU/Germany and SwedBio to secure additional resources for BES-Net.

2.3. Effectiveness

The effectiveness of Programme implementation has been satisfactory. The Progress towards Results Matrix (Annex 2) reveals that the midterm targets have been achieved, with some being exceeded, while the overall progress towards the end-of-project targets is on-track.

Result 1 - Global thinking and knowledge sharing on inclusive and sustainable development in drylands and other fragile ecosystems advanced

This result is designed to help the Centre deliver its long-standing mandate as UNDP's focal point for the UNCCD, while pursuing its work on resilience building and integrating new activities pertaining to its expanded mandate.

UNCCD/LDN Implementation

The drylands activities under this result are fully aligned with the strategic priorities of UNCCD. The Programme supported the preparation of several strategic publications which contributed to informing the drylands development agenda and advancing UNCCD implementation. Prominent among these are the following:

- Series of thematic papers and policy briefs on "Women's Empowerment in the Drylands", in partnership with the UNCCD and NRI: The objective of this work was to propose strategic actions in the policy, institutional and capacity spheres to reduce gender inequalities in the drylands with respect to land rights, governance and resilience. These papers served to inform the policy dialogue on promoting gender equality and women empowerment in UNCCD/LDN implementation.
- Global Land Outlook: A landmark report that highlights the central importance of land quality to human well-being, assesses current trends in land degradation and analyzes their impacts, and presents a new and transformative vision for land management policy, planning and practice at global and national scales. This work included 13

working papers (Land Matters for Climate, Scaling Sustainable Land Management Options, etc.) to inform the preparation of the GLO report.

- “Living Oasis – The Fight against Desertification in Morocco”: Case study prepared by the Centre to document the good practices in integrated drylands development and the lessons learnt from the implementation of the UNDP-supported “Programme Oasis Sud” in Morocco. This study was selected for the prestigious report “Land for Life – Create Wealth, Transform Lives”, published jointly by The World Bank and the UNCCD.

The Programme supported the implementation of a coherent portfolio of interventions to enhance countries’ preparedness to achieve LDN or SDG15.3, now the guiding principle for UNCCD implementation. These interventions included:

- The organization of regional capacity building workshops to introduce the LDN conceptual framework and support the establishment of national LDN targets, benefiting 58 countries from Africa, Asia and the Pacific, and Central and Eastern Europe, Caucasus and Central Asia.
- The piloting of national LDN target setting process in 5 countries in Africa and Asia (i.e. Kenya, Mauritius, Lebanon, Kyrgyzstan and China). The outcomes and lessons learnt from this intervention were shared with representatives from 21 countries during a side event at COP13 in Ordos, China, in September 2017.

The UNCCD-UNDP partnership on LDN was effective in terms of introducing the LDN conceptual framework and advancing its implementation in a large number of countries. In 2018, UNCCD provided the Centre with a financial contribution to support the development of LDN targets for Somalia. Moreover, the Centre worked closely with the Convention on building capacities for national reporting against the UNCCD Strategic Framework of the 2018-2030 (Cairo Workshop, May 2018).

A task force comprising UNCCD, UN Women and the Centre was established in 2018 to support the implementation of the first UNCCD Gender Action Plan (GAP). A workplan was developed for the activities of the task force in 2018-2019. Significant results were achieved to date including: 1) development of a proposal for a global initiative to support the implementation of GAP, and its submission to various donors for potential funding; 2) elaboration of guidelines to mainstream gender in the UNCCD Drought Initiative; and 3) preparation of a 2-day gender training for UNCCD Focal Point attending the seventeenth session of the Committee for the Review of the Implementation of the Convention (CRIC 17) in Guyana in January 2019 – “Gender Matters for Land Degradation Neutrality”.

Overall, the UNCCD-related interventions were delivered effectively, contributing significantly to global thinking and knowledge sharing on drylands development, including the advancement of land degradation neutrality and the promotion of dryland women’s empowerment. The effectiveness of the Centre’s support was recognized by the Convention. In a letter to the UNDP Administrator, the UNCCD Executive Secretary indicated that the significant outcomes of COP13 – including the adoption of the UNCCD Strategic Framework

for 2018-2030 and its accompanying Gender Action Plan as well as the launch of the Global Land Outlook – “were made possible by UNDP’s contribution and the support provided through the Global Policy Centre on Resilient Ecosystems and Desertification”.

Social and Ecological Resilience

Based on years of pioneering research to develop the conceptual framework and methodology to measure “resilience” in disaster-prone dryland countries, the Centre supported efforts to mainstream the principles of socio-ecological resilience into corporate policies and programmes. The Centre’s flagship resilience measurement tool, i.e. Community Based Resilience Analysis (CoBRA), for example, helped gather contextual communities’ views on key building blocks of local resilience in different parts of Malawi. The CoBRA findings were incorporated into UNDP Malawi’s multi-year climate resilience building project and informed the development of Malawi’s National Resilience Plan.

Building on a series of successful CoBRA assessments in the Horn of Africa region, the Centre provided technical support to establish the Resilience Analysis Unit (RAU) as the research, monitoring and evaluation body of IDDRSI, and responsible for producing learning modules on resilience measurement and analysis in the IGAD region. The Centre also facilitated the development of the monitoring and evaluation framework for the IDDRSI Country Programming Paper for Kenya, i.e. Ending Drought Emergencies - Common Programme Framework.

Leveraging its expertise in socio-ecological resilience, the Centre provided substantive input for the elaboration of UNDP’s corporate policy on resilience. Staff members represented UNDP in several resilience fora - as key note speakers, discussion panel members and trainers - to share the Centre’s good practices and lessons learned in the field and inform future resilience policymaking, research and programming efforts.

In 2017, the Programme developed the conceptual framework that will guide the Centre’s work on social and ecological resilience, “Building Resilience Capacities of Communities in Drylands and Fragile Ecosystems.” The goal of this framework is to build the resilience of communities to shocks and stresses from climate-related weather events, as well as conflict. This framework was applied successfully by the Centre’s in support of the Regional Refugee and Resilience Plan (3RP) in Syria and Lebanon. An integrated approach was adopted to promote: a) inclusive and sustainable livelihoods; and b) sustainable management of land and water resources. By supporting affected groups, particularly women-headed households, to generate income and enhance food security, this work provided critical assistance for mitigating the effects of the conflict.

The AADP initiative was launched by the Centre in 2010 to help mitigate the risk of drought and improve the livelihoods of drought-prone countries in Africa and Asia. The AADP established a robust, yet flexible, inter-regional network for drought risk management practitioners and has been facilitating south-south information exchange, peer assistance and technical transfer between knowledge producers and users beyond national and regional

boundaries. AADP's monthly e-newsletters helps keep over 3,000 subscribers working at local, national, regional and broader levels informed about DRM-related news and information.

In 2018, The Centre initiated its support to the Convention's work on drought, the second pillar of the new UNCCD Strategic Framework for 2018-2030. It is providing technical and financial support for the implementation of the UNCCD Drought Initiative through the design of drought action plans in Iran, Morocco and Somalia. The Centre will support the delivery of a capacity building workshop on Drought Mitigation during CRIC 17 in Guyana in January 2019.

Poverty-Environment Mainstreaming

As the UNDP Managing Agent of PEI, the Centre provides strategic guidance, substantive input and management support for its implementation. This includes supporting the production, dissemination and use of the knowledge products and tools produced by PEI.

Prominent during this review phase is the publication of the "Poverty-Environment Mainstreaming Handbook" to provide guidance and tools for policymakers and practitioners to integrate pro-poor environment, natural resource and climate objectives into development policies, plans, budgets and programmes at the national, subnational and sectoral levels. The Handbook offers practical advice based on PEI experience in successfully supporting governments in over 25 countries. The Handbook was produced in English and translated into four languages (French, Spanish, Russian and Arabic). The Arabic version was paid for by the Centre as the Arab Region is not covered by the PEI programme.

In-line with the Centre's efforts to promote gender equality and women's empowerment, the study "The Cost of the Gender Gap in Agricultural Productivity" was published in collaboration with UN Women and The World Bank to inform policy-making in three African countries (Malawi, Uganda, Tanzania). The report provides a unique quantification of the costs in terms of lost growth opportunities and an estimate of what societies, economies and communities would gain were the gender gaps in agriculture to be addressed.

The approaches, tools and methodologies developed within the framework of PEI were used to inform policy dialogue and programming in 15 countries in Africa, Asia, Latin America and Europe and the Commonwealth of Independent States. National level projects were implemented to provide technical and capacity building support to mainstream poverty-environment-climate considerations into national policy, planning and budgeting processes. The effectiveness of the tools and national interventions will be assessed by the final evaluation of PEI to be completed in January 2019. The findings of this evaluation will inform the end-of-project evaluation of the Centre's Programme in 2020 with respect to the PEI-related activities.

Result 2 - Capacities to address science-policy issues related to biodiversity and ecosystem services management and utilization developed

This result is linked to the Centre's role as the UNDP focal point to IPBES and designed to enhance the corporate contribution to the Platform's work programme towards strengthened

science-policy interface for the conservation and sustainable use of biodiversity, long-term human well-being and sustainable development.

Face-to-face Capacity Building Support through Trialogue

Trialogue is BES-Net's flagship face-to-face science-policy-practice triangular communication and capacity building methodology. At regional level, Trialogues are implemented to support the use and uptake of approved IPBES thematic assessment reports in regional/national/local policy and decision-making, scientific research and on-the-ground programmes and projects. As of December 2018, two regional Trialogues were successfully held: 1) Eastern European Trialogue on Pollinators, Food Security and Rural Development in October 2017, targeting five IPBES member states; and 2) Caribbean Regional Trialogue on Pollinators, Food Security and Climate Resilience in September 2018, targeting seven IPBES member states.

Both Trialogue events brought together scientists, policymakers and practitioners with indigenous and local knowledge with common interests on the issues of pollinators and food security/sustainable food production into a welcoming and constructive space for dialogue. Three-way interactions helped the participants to foster mutual learning, improve intercultural understanding and jointly explore the areas of inter-institutional coordination. A number of follow-up actions have been reported by participants in different countries/sectors/levels, as concrete positive outcomes of the Trialogues, to protect pollinators and promote pollinator-dependent farm activities. In addition, according to the outcome assessment survey held for the Eastern European Trialogue participants in November 2018, 100% of the respondents strongly/somewhat agreed that the Trialogue helped enhance knowledge on the thematic field. In addition, 90% of the respondents strongly/somewhat agreed that the Trialogue helped strengthen capacity on the thematic field, and that they apply information/ data/ insights exchanged during the Trialogue to their field of work today.

BES-Net's Trialogue works are repeatedly acknowledged by the IPBES Secretariat, Bureau and MEP and other stakeholders as proven good practices, contributing to the implementation of the IPBES Capacity Building Rolling Plan. Some key outcomes of the BES-Net Trialogue are integrated in IPBES's Impact Tracking database. Furthermore, the contribution of the Trialogue methodology to raise awareness of pollinator/pollination issues is highly appreciated by the Coalition of the Willing on Pollinators (COW), and BES-Net is now recognized as one of the COW members.

National Ecosystem Assessments

In collaboration with UNEP/WCMC, as the implementing partner, the Centre has been supporting the development of selected countries' capacity to conduct NEAs, complementing the global assessment being undertaken by IPBES. Leveraging the expertise of the Sub-Global Assessment Network, the NEA process encompasses not only the production of national assessment reports but also the development of a set of policy support tools to integrate assessment findings into decision-making.

All four NEA target countries, namely Cameroon, Colombia, Ethiopia and Vietnam, are progressing towards the finalization of the first draft assessment report, following the formulation of the general assessment chapter structure, identification of the core authors and regular consultation with key stakeholders. Regular webinar sessions with the four NEA country teams contributed to south-south experienced sharing, technical exchanges and lessons learning.

In order to improve awareness of, and promote active participation in, the NEA process among key scientists, policymakers and practitioners, BES-Net is committed to organize national-level Trialogues in the four target countries. Pilot stakeholder dialogue events were held in Medellín, Colombia, in March 2018 on the margin of IPBES-6 and in Yaoundé, Cameroon, in May 2018 on the occasion of the 2018 International Day of Biodiversity. Both events adopted the Trialogue methodology and helped diverse groups of participants to acknowledge and celebrate the role of biodiversity and secure their interest in/commitment to the NEA process. Based on these pilot experiences, full-fledged national Trialogues are scheduled to be held in all four countries in 2019-2020.

Online Platform for Networking

The BES-Net web portal serves as the key interface where more than 100 partner institutions, over 800 individual registered users and other visitors with common interests interact on specific BES topics. It provides a comprehensive knowledge resource library on biodiversity and ecosystems services containing some 1,700 publications, research papers, policy documents and on-the-ground good practice reports, etc. The web portal also offers a rich database of organizations and experts working on the IPBES thematic assessment areas. In order to promote continuous dialogue beyond geographic and administrative boundaries, dedicated discussion forums were created within the web portal for the participants in the regional Trialogues and the NEA country teams. Such spaces are proactively utilized by the forum members to exchange ideas, information and opportunities.

BES-Net's online communication and outreach efforts have been steadily progressing. The latest news and updates from BES-Net and its network partners are circulated via social media channels and disseminated through bi-monthly e-newsletters to 4,000 subscribers. As of December 2018, BES-Net's [Facebook page](#) is followed by approximately 4,600 people. The network's [Twitter account](#) is followed by nearly 620 followers and collect roughly 40,000 impressions per month.

2.4. Impact Likelihood

The likely impact of the Programme was assessed in terms of its contribution to addressing critical challenges for sustainable development in drylands and fragile ecosystems including land degradation, women's empowerment, resilience building and protection and sustainable use of biodiversity and ecosystem services. The contribution of the Programme to the achievement of the strategic objectives of its partners was also assessed.

Land Degradation

The Programme contributed effectively to global efforts to halt and reverse land degradation by supporting countries preparedness to achieve land degradation neutrality through capacity building, knowledge sharing and technical assistance. The innovative aspect of LDN, that differentiates it from previous efforts to tackle land degradation, is the adoption of neutrality as the goal. The adoption of LDN helps promote sustainable development in a number of ways, contributing to SDG 15 and other related goals, including poverty eradication (SDG 1), food security (SDG 2), water (SDG 6), and climate change (SDG 13). As such, the Centre considers LDN to be an “SDG Accelerator” which provides options to simultaneously meet these goals in a cost effective and ecologically sound manner.

Moreover, the Programme supported the publication of the Global Land Outlook which presented a new and transformative vision for land management policy, planning and practice at global and national scales. The GLO is expected to become the new flagship publication of the UNCCD, akin to the Convention on Biological Diversity’s Global Biodiversity Outlook and the United Nations Environment Programme’s Global Environment Outlook. The Centre is currently supporting the UNCCD in preparing the second edition of the GLO, expected in 2021.

By supporting the UNCCD’s LDN agenda and the publication of the GLO, the Programme contributed effectively to the achievement of the strategic objective of the Convention “to improve the condition of affected ecosystems, combat desertification/land degradation, promote sustainable land management and contribute to land degradation neutrality”.

Women’s Empowerment

In response to persistent calls from UNCCD Parties to better mainstream gender considerations and women’s empowerment in the implementation of the Convention, COP13 adopted the Gender Action Plan (September 2017) to support a gender-responsive implementation of the UNCCD 2018-2030 Strategic Framework.

In 2015-2018, the Programme invested significant efforts to advance the gender agenda of the Convention. In 2015, the Programme published a series of thematic papers to propose strategic actions in the policy, institutional and capacity spheres to reduce gender inequalities in the drylands with respect to land rights, governance and resilience. These papers served to inform the policy dialogue on promoting gender equality and women empowerment in UNCCD/LDN implementation, culminating in the adoption of the GAP.

In partnership with the UNCCD and UN Women, the Programme supported the development of a proposal for a global initiative to support the implementation of the GAP in 2019-2022, and its submission to donors for potential funding. The Government of Canada expressed interest in supporting this initiative and is expected to finalize its decision in April 2019.

Through its dedicated support to the UNCCD’s gender agenda – i.e. policy advocacy, organization of Gender Day at COP and capacity building on gender mainstreaming – the

Programme has contributed to the strategic objective of the Convention “to make the implementation of the Convention and its 2018-2030 Strategic Framework gender-responsive and transformative, and thus more effective, efficient and successful”.

Resilience Building

The participatory qualitative resilience assessment tool developed by the Centre, CoBRA, has contributed significantly to advance resilience policy and planning within UNDP. CoBRA does not use any preconceived components of resilience, but rather helps local populations, who have been affected by different types of shocks and stresses, describe and explain resilience on their own based on their successful experiences to address these shocks and stresses.

The approach of CoBRA to learn directly from the coping experiences of disaster-affected communities/households complements other technical and scientific methodologies. The conceptual framework of CoBRA and the assessment results helped inform resilience policymaking and programming in a number of countries, including Ethiopia, Kenya, Malawi, South Sudan, Uganda and Zimbabwe as well as regions, including the IGAD, West Africa and Southern Africa regions. Since CoBRA was developed in a customizable, cost-effective and user-friendly manner, the tool has widely been utilized, adopted and applied by multiple governments, UN and NGO partners for their resilience measurement, analysis and planning purposes.

CoBRA helped shift the paradigm of resilience thinking from humanitarian-focused approach to development-oriented approach. In most of the assessment locations, for example, the affected communities identified education as the key building block of resilience. Education is a powerful driver of development, a key pathway to access to a wide range of opportunities, and a strong instrument through which to build up asset/income bases and hence enhance capacity to adapt to and cope with future shocks and stresses. Such findings contributed to broaden the concept of resilience within and beyond UNDP not only as the concern of the disaster focal point but also the interest of many other sectoral teams.

Biodiversity and Ecosystem Services

The Centre’s national, regional and global/online works through BES-Net have been recognized by the beneficiaries (e.g. IPBES NFPs and other regional Trialogue participants; registered network users, etc.) repeatedly at different fora, given its catalytic role to raise awareness of BES-related thematic issues and strengthen science-policy-practice interfaces. Bosnia and Herzegovina, the host country of the Eastern Europe regional Trialogue, for example, signed to join the COW at the occasion of IPBES-6 in March 2018. The IPBES NFP from Bosnia and Herzegovina acknowledged BES-Net’s support during his speech at the signing ceremony as a positive contribution to strengthen the government’s awareness and commitment to address pollinators and pollination issues.

The contributions of BES-Net are highly regarded by IPBES (e.g. Secretariat, Bureau, MEP, Technical Support Unit, etc.) and other partners (COW, etc.) as the leading effort to help implement the IPBES Capacity Building Rolling Plan. BES-Net’s working model was presented

and analyzed during the Third meeting of the IPBES capacity-building forum, held in September 2018, as one of the successful models. Tangible results of BES-Net's mainstreaming and capacity building work at regional and national levels are clearly articulated and recognized in IPBES's [Impact Tracking Database](#). In addition, at the request of the IPBES Capacity Building Task Force, BES-Net will develop a Triologue conceptual framework to promote knowledge exchange and scale-up good practices.

2.5. Intervention Strategy

The Programme builds on the Centre's long-standing work on sustainable development in drylands and UNCCD implementation. It integrates new activities pertaining to the expansion of the Centre's mandate in October 2014, including BES-Net and PEI. As such, this programme cycle represents a transition for the Centre, as it assumes new roles and honors old obligations.

To deliver efficiently on its mandate and Programme for 2015-2020, the Centre strengthened its partnership with UNCCD by fully aligning its drylands work with the strategic priorities of the Convention, and by nurturing its growing relationship with IPBES and UNEP for the implementation of BES-Net and PEI-related activities. In addition, the Centre established a strong collaboration with a variety of organizations such as UN Women and NRI on gender mainstreaming and women's empowerment, as well as with ICARDA, IUCN and GIZ on sustainable land management. National and regional-level activities were delivered with operational and technical support from UNDP regional service centres and country offices.

Considering the small size of the Programme Team, this intervention strategy has enabled the Programme to deliver its activities and produce its intended results in an efficient and effective manner. In the long term, the strategy allows the benefits achieved to continue through the partners, beyond the life of the Programme.

The Programme provided catalytic support to the implementation of various initiatives by combining and sequencing the use of its resources along with those of its partners. This is clearly reflected in the support provided, among others, for the publication of the Global Land Outlook, the establishment of national LDN Targets, the organization of Triologues, and the cost-sharing of knowledge products and events within the framework of PEI. This catalytic approach has allowed the efficient use of the Centre's human and financial resources.

The Programme intervention strategy integrated the following types of activities:

1. *Applied research and analysis*: e.g. the thematic papers and policy briefs on "Dryland Women's Empowerment" and the Global Land Outlook;
2. *Policy and technical advice*: e.g. support to LDN target setting and drought risk management;
3. *Programme development and implementation support*: e.g. UNCCD LDN Target Setting Programme, Poverty-Environment Initiative and Programme of Support to the Implementation of the UNCCD Gender Action Plan;

4. *Knowledge sharing and intellectual exchange:* e.g. BES-Net and AADP networks; and
5. *Tools and methodologies:* e.g. CoBRA Guidelines and Poverty-Environment Mainstreaming Handbook.

This integrated approach allowed the Centre to deliver its mandate at the policy-practice interface and proved effective for producing good results. For example, the applied research helped inform the policy dialogue on “Dryland Women’s Empowerment” and the adoption of the UNCCD GAP; Good practices and lessons learnt from LDN target setting in pilot countries were shared with UNCCD country parties during COP13; BES-Net is facilitating the uptake of the IPBES global assessments; and the CoBRA tool and the Poverty-Environment Handbook were used to inform resilience programming and poverty-environment mainstreaming at the country level. The feedback from Programme partners indicates that the support provided has been valuable for achieving their strategic priorities.

2.6. Sustainability

The Programme contributed significantly to advancing the strategic objectives of UNCCD and IPBES, through the provision of policy advocacy, knowledge sharing, technical and capacity building support. The main achievements of the Programme are likely to last beyond its life cycle, ending in 2020, due to the strong ownership by its partners of the initiatives supported.

The support provided to the UNCCD contributed effectively to the LDN and gender agendas of the Convention, leading to the adoption of the UNCCD Strategic Framework for 2018–2030, with LDN as its guiding principle, and the UNCCD Gender Action Plan to ensure a gender-responsive implementation of this Framework. This included strengthening the capacities of UNCCD country parties through regional capacity building workshops on LDN target setting, sharing of good practices and lessons learnt on SLM/LDN, and training on gender mainstreaming in UNCCD/LDN implementation. These capacities are likely to be enhanced through the interactive national reporting process adopted the Convention in 2018, which requires country parties to assess their progress towards LDN by 2030 through the monitoring and measurement of land-based indicators.

As UNDP’s focal point for IPBES, the Centre not only supports the implementation of the Platform’s programme of work but also plays an intermediary role to disseminate the new ideas, tools and methods recommended by IPBES, and encourages to integrate them into UNDP’s global, regional and national programmes and projects. At the same time, the Centre facilitates the compilation of evidence-based inputs and insights from UNDP regional and country offices based on policy support and project experiences to inform IPBES’s scientific assessment processes. The IPBES Secretariat acknowledged the strong institutional tie with the Centre and welcomed the continuation of this partnership under the new IPBES work programme extending till 2030.

The BES-Net project activities at regional (e.g. Trialogue) and national (e.g. NEAs) levels are implemented in close collaboration with UNDP regional service centres and country offices to facilitate the integration of achieved results into broader regional and national BES initiatives.

The catalytic approach of the Programme contributed to the sustainability of its interventions. It provided technical support and seed funding to advance global initiatives, led by its partners. It made efficient use of its resource to catalyze the development and implementation of these initiatives that will extend beyond the life of the Programme.

The Centre developed a Resource Mobilization Strategy and Action Plan to support the delivery of its mandate. Its main objective is to achieve a more adequate, stable and predictable level of resources for the effective implementation of the Centre's activities. Significant resources were mobilized to support the implementation of the Centre's Programme for 2015-2020 including USD5.0 million from Germany to support BES-Net and around \$150,000 from GIZ and the UNCCD for land-related work in Somalia. However, due to the increased demand for the Centre's support on sustainable land management, efforts are underway to mobilize additional resources for this work in 2019-2020. This includes the proposal with the UNCCD and UN Women to support gender mainstreaming in UNCCD/LDN implementation and the initiative with PBL and EC/JRC on "exploring future changes in land use and conditions in Eastern Africa".

3.0. CONCLUSION

The Programme is on-track to achieve its intended results. The activities are highly relevant to the strategic priorities of the Centre's partners, the UNDP Strategic Plan and the implementation of the Sustainable Development Goals. The findings show good overall efficiency of the Programme. The reporting indicates that activities were implemented in a timely manner and according to the annual workplans and budgets approved by the Programme Board.

The intervention strategy proved effective for producing good results. It builds on the Centre's strong partnership with UNCCD and its growing collaboration with IPBES and UNEP. The Programme worked closely with a variety of organizations such as UN Women and NRI on gender mainstreaming and women's empowerment, as well as with ICARDA, IUCN and GIZ on sustainable land management. National and regional-level activities were delivered with operational and technical support from UNDP regional service centres and country offices.

The effectiveness of Programme implementation has been highly satisfactory. The Progress towards Results Matrix (Annex 2) reveals that the midterm targets have been achieved, with some being exceeded, while the overall progress towards the end-of-project targets is on-track.

The UNCCD-related interventions were delivered effectively, contributing significantly to the advancement of land degradation neutrality and the promotion of dryland women's empowerment. The effectiveness of the Centre's support was recognized by the Executive Secretary of the Convention who indicated that the major outcomes of COP13 – including the adoption of the UNCCD Strategic Framework for 2018-2030 and its accompanying Gender Action Plan as well as the launch of the Global Land Outlook – “were made possible by UNDP's contribution and the support provided through the Global Policy Centre on Resilient Ecosystems and Desertification”.

BES-Net project activities have been implemented in a timely manner, and many of these activities have led to positive outcomes. Biodiversity and ecosystem-friendly policy actions were taken by Triologue participating countries; improved scientific knowledge and awareness were reported within NEA target countries; and the number of users and followers of the BES-Net online networking tools are steadily increasing. BES-Net's catalytic role in strengthening the science-policy-practice interface is highly welcomed and its contribution to the implementation of the IPBES Capacity Building Rolling Plan is repeatedly acknowledged by the Platform and other BES partners.

The interventions of the Programme are likely to have a positive impact on addressing critical challenges for sustainable development including land degradation neutrality, women's empowerment, resilience building and protection and sustainable use of natural assets. The Programme has contributed to the achievement of the strategic objectives of its partners -

including halting and reversing land degradation and promoting sound BES management - through policy advocacy, knowledge sharing, technical and capacity building support.

The main achievements of the Programme will probably last beyond its life cycle, ending in 2020, due to the strong ownership by its partners of the initiatives supported. The catalytic approach of the Programme contributed towards the sustainability of its interventions, through the provision technical support and seed funding to advance major global initiatives on sustainable land management, dryland women’s empowerment, conservation and sustainable use of biodiversity and ecosystem services.

The overall rating of the Programme is satisfactory as summarized in the table below.

Overall Rating of the Programme

Criterion	Summary Assessment	Rating ¹
D. Relevance	The activities are highly relevant to the strategic priorities of the Centre’s partners, the UNDP Strategic Plan and the implementation of the Sustainable Development Goals.	HS
E. Efficiency	The findings show good overall efficiency of the Programme. The reporting indicates that activities were implemented in a timely manner and according to the annual workplans and budgets approved by the Programme Board.	S
F. Effectiveness	The midterm targets have been achieved, with some being exceeded, while the overall progress towards the end-of-project targets is on-track. Strong satisfaction of the Programme partners with the support provided and results achieved.	HS
D. Likelihood of Impact	The interventions of the Programme are likely to have a positive impact, having contributed significantly to addressing critical challenges for sustainable development including land degradation, women’s empowerment, resilience building and loss of biodiversity and ecosystem services.	S
E. Intervention Strategy	The intervention strategy proved effective for producing good results. It builds on the Centre’s strong partnership with UNCCD and its growing collaboration with IPBES and UNEP.	S

F. Sustainability	The main achievements of the Programme will probably last beyond its life cycle, ending in 2020, due to the strong ownership by its partners of the initiatives supported.	S
Overall project rating	The Programme is on-track to achieve its intended results. It is implemented in an efficient and effective manner to the satisfaction of its key partners.	S

1. Six Point Progress Rating Scale: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU)

4.0. WAY FORWARD

The midterm review concluded that the overall performance of the Programme is satisfactory. The Programme is on-track to achieve its intended results and is implemented in an efficient and effective manner to the satisfaction of its partners. This assessment is in-line with the Project Quality Assessment undertaken by UNDP in March 2018, which rated Programme implementation as “Highly Satisfactory” and concluded that “the Programme was of sufficient quality to continue as planned”. The Programme Board, at its last meeting in February 2018, commended the Centre for the effective implementation of the Programme and recommended to continue investing in the partnerships supporting its implementation.

In this context, the review did not recommend significant adjustments to the strategy, activities and budget of the Programme for the remaining period in 2019-2020. The implementation of the Programme will proceed as planned, taking into account the following considerations:

1. The 2019 workplan will be marked by the Programme’s contributions to UNCCD COP14, building on current LDN, drought and gender activities, as well as to IPBES-7 through the UN Collaborative Partnership and BES-Net. A Regional Triologue for Anglophone Africa is planned under the theme “Bright Spots for Land Degradation Neutrality, Pollinators and Food Security” and the NEAs will be completed in the four target countries.
2. UNDP’s policy and programme support was redesigned and reconfigured in 2018 into a Global Policy Network (GPN) to better support the implementation of the Strategic Plan in 2019-2021. Under the GPN, The Centre will be called upon to support the delivery of tasks in its area of expertise, which is clearly reflected in the GPN Domains of Expertise under “Planet/Natural Capital/Ecosystems and Biodiversity/Dryland Ecosystems and Land Degradation”. Provisions will be made in the Programme workplans to accommodate these requests to the extent feasible.
3. The Centre will pursue its resource mobilization efforts in 2019-2020 for securing additional funding to respond to the increasing demand on its services in drylands development and sustainable management of land/natural resources. These efforts are crucial for mobilizing resources for the next Programme cycle of the Centre starting in 2021.

ANNEX 1: TERMS OF REFERENCE FOR THE MID-TERM REVIEW

Global Policy Centre for Resilient Ecosystems and Desertification (GC-RED) Mid-Term Review of the GC-RED Programme for 2015-2020

1. Background

The Global Policy Centre on Resilient Ecosystems and Desertification (GC-RED) was constituted in October 2014, building on the achievements of the former Drylands Development Center. GC-RED's substantive focus covers the following areas of work: Sustainable management of renewable natural capital for optimal livelihoods and jobs creation, with a focus on the poorest communities; and Ensuring social and ecological resilience in drylands and other fragile ecosystems.

The GC-RED Programme for 2015-2020 is designed to achieve two intended results, namely:

- 1) Global thinking and knowledge sharing on inclusive and sustainable development in drylands and other fragile ecosystems advanced.
- 2) Capacities to address science-policy issues related to biodiversity and ecosystem services management and utilization developed.

The first output integrates the Centre's core policy work in support of the UN Convention to Combat Desertification (UNCCD), with primary focus on Land Degradation Neutrality and Resilience Building. The second output was added in July 2016, following a substantive revision of the initial Programme document signed in February 2015. The objective of this revision was to incorporate the Biodiversity and Ecosystem Services Network (BES-Net) Initiative in the Programme. The Programme is implemented in close collaboration with a range of partners including the UNCCD and the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES).

The Programme Board convened annually since the start of the project to: a) Review implementation and provide feedback on the results achieved and challenges encountered; b) Approve annual reports, workplans and budgets; c) Guide partnership building and resource mobilization efforts; and d) Provide overall guidance and strategic direction to the Programme. The last Board meeting, held in Bonn in February 2018, concluded that the Centre was on track to deliver the intended results and recommended to continue investing in the partnerships established within the framework of the Programme. It was also agreed to conduct the Mid-Term Review (MTR) of the Programme in the last quarter of 2018.

As part of the implementation of UNDP's new Strategic Plan (SP) for 2018-2021, all business units were requested in July 2018 to formally link their projects/programmes to the relevant

SP output in the project management system (ATLAS). The linking exercise was completed successfully by the Centre, thus ensuring that Programme activities contribute to SP implementation. Moreover, UNDP will launch its Global Policy Network (GPN) in January 2019 to scale-up support to SDG implementation. The MTR provides a timely opportunity for the Centre to better align its policy work with the mandate, activities and operations of the GPN.

2. Scope of Work

The main objectives of the MTR are to:

- 1) Assess the extent of achievement of the intended results of the GC-RED Programme for 2015-2020 as defined in the results and resources framework;
- 2) Generate findings on the opportunities and challenges faced during the implementation of the Programme; and
- 3) Recommend actions to be taken with regards to the successful implementation of the Programme for the remaining period in 2019-2020.

The specific issues to be studied by the review include:

The **relevance** of the Programme to the priorities of the Centre's partners, the UNDP Strategic Plan (2014-2017 and 2018-2021) and the implementation of the Sustainable Development Goals (SDGs).

Its **efficiency** in terms of the cost effectiveness of converting means into results. The following questions can be used to guide the review: Does the quantity/quality of the results justify the quantity/quality of the means and resources used for achieving them? Have time and resources been allocated in a planned, balanced and justified manner? To what extent have activities been implemented in a timely manner? To what extent activities were implemented in accordance with the Results and Resources Framework and agreed annual workplans?

Its **effectiveness**, i.e. extent of progress towards the achievement of intended results. The following questions can be used to guide the assessment: To what extent has the Programme achieved its objectives? Are the quality and quantity of the produced results in accordance with the plans, how the results are applied by the beneficiaries and other intended stakeholders? Which factors have facilitated or impeded the progress of the Programme? Are possible problems in implementation adequately addressed? Are the various beneficiaries satisfied with the Programme progress and achievements?

Its **likelihood of impact** in terms of contributing to addressing challenges for sustainable development in drylands and fragile ecosystems. Are the interventions making a contribution to halting and reversing land degradation, advancing gender equality and women empowerment, building resilience and reversing the loss of biodiversity and ecosystems

services? Are they contributing to the achievement of the strategic objectives of the Programme's partners?

Its **intervention strategy** in terms of implementation arrangements, network of partners, flexibility/responsiveness in adjusting to new developments and emerging priorities.

The sustainability of results and benefits. Will the results achieved lead to benefits beyond the life of the project? Was capacity (individuals, institution, and system) built through the actions of the project and can it be sustained without further project interventions? Were the actions and results owned by the partners of the project?

3. Methodology

The MTR will be conducted internally as stipulated in the Programme document. It will be carried out by the Policy and Programme Team (PPT) of the Centre - comprising of the Director, the Senior Technical Advisor, the Programme Specialist, and the Operations Specialist – as follows:

1. A desk review of relevant documents including, but not limited to, those listed below;
2. A dedicated meeting of the PPT to:
 - Review the extent of achievement of the intended results of the GC-RED Programme as defined in the results and resources framework;
 - Generate findings on challenges, opportunities and lessons learnt during implementation;
 - Review of the feedback and input provided by key Programme partners as reflected in official correspondence, mission reports, minutes of meetings, workshop reports, etc.
 - Recommend actions to be taken with regards to the successful implementation of the Programme for the remaining period in 2019-2020.
 - Assess the implications of the GPN on the activities and operations of the Centre and make provisions in the 2019-2020 workplans accordingly.
3. Preparation the MTR report – led by the Senior Technical Advisor with input from PPT members.
4. Integration of the main findings and recommendations in the Annual Report to be submitted to the Programme Board in early 2019.

The relevant documentation to be reviewed by the PPT include among others:

- Programme document (both initial and revised version)
- Annual reports and workplans

- Minutes of Programme Board meetings
- Correspondence with key partners, mission reports, minutes of meetings, etc.
- Policy publications (Empowerment of Drylands Women, Global Land Outlook, etc.)
- Technical publications - tools and methodology (CoBRA, Trialogue, ec.); good practices and lessons learnt (Scaling-up Sustainable Land Management, Land for Life, etc.); workshop reports, etc.
- Contents of [Centre's website](#)

4. Outputs and Timeframe

The MTR will be conducted in November-December 2018.

The intended outputs will be produced according to the following timeframe:

- Desk review completed: 10 November
- PPT meeting held: 15 November
- MTR report prepared, with synthesis for Annual Report: 15 December

ANNEX 2 - PROGRESS TOWARDS RESULTS MATRIX

Indicator	Baseline Level (2015) ⁱ	Midterm Target (2018) ⁱⁱ	Midterm Result (2018)	End-of-Project Target (2020) ⁱⁱⁱ	Midterm Level Assessment ^{iv}	Rating ^v	Justification for Rating
Result 1: Global thinking and knowledge sharing on inclusive and sustainable development in drylands and other fragile ecosystems advanced							
1.1 No of knowledge products produced on the sustainable management of natural capital in support of jobs and livelihoods, in collaboration with partners	3	6	10	17		HS	<p>Midterm target exceeded, high quality and strategic relevance of the knowledge products:</p> <ul style="list-style-type: none"> • Series of thematic papers and policy briefs on the “Women’s Empowerment in the Drylands”, in partnership with the UNCCD and NRI. Informing policy dialogue and leading to the adoption of the UNCCD Gender Action Plan in September 2017. • Global Land Outlook - Landmark report on the current and future state of the world’s land resources, published by the UNCCD with technical and financial support from the Centre. • UNDP position papers on Sustainable Land Management for COP12 and Land Degradation Neutrality for COP13, positioning UNDP as a valued partner for global SLM/LDN work. • Case study on “Programme Oasis Sud, Morocco” selected by The World Bank and the UNCCD for the prestigious publication “Land for Life”. • “Framework for Scaling Sustainable Land Management Options” published in the international scientific journal Land Degradation and Development (in partnership with ICARDA, UNCCD, others). • Strong satisfaction with the support provided by the Centre as reflected in the letter of the UNCCD Executive Secretary to the UNDP Administrator.
1.2 No of initiatives supported to improve or mainstream the sustainable management of natural capital in drylands and	5	10	12	13		S	<ul style="list-style-type: none"> • Coherent portfolio of initiatives designed to support countries preparedness to achieve Land Degradation Neutrality, now the guiding principle for UNCCD implementation • Capacity building initiative supported to introduce the LDN conceptual framework and support the establishment of national LDN targets, benefiting 58 countries from Africa, Asia and the Pacific, and Central and Eastern Europe, Caucasus and Central Asia. • A task force comprising the UNCCD, UN Women and the Centre was established in 2018 to support the implementation of the first UNCCD Gender Action Plan. A workplan was developed for the activities of the task force in 2018-2019. Main results achieved to date: 1) Proposal developed for a global initiative to support the

other fragile ecosystems						<p>implementation of the GAP, and its submission to various donors for potential funding; 2) Guidelines developed to mainstream gender in the UNCCD Drought Initiative; 3) 3 national drought plans reviewed from a gender perspective (Algeria; Serbia and Dominican Republic); and 4) Preparation of a 2-day gender training for UNCCD Focal Point attending CRIC 17 in Guyana on 25-26 January 2019 – “Gender Matters for Land Degradation Neutrality”</p> <ul style="list-style-type: none"> • Initiatives implemented in partnership with the UNCCD. Strong satisfaction with the support provided by the Centre as reflected in the letter of the UNCCD Executive Secretary to the UNDP Administrator.
1.3 No of major events and forums supported on the sustainable management of natural capital in drylands and other fragile ecosystems	5	9	17	25		<p>Leading UNDP’s support to major events and forums to advance global thinking and knowledge sharing on the management of natural resources, in partnership with the UNCCD, IPBES and UN Environment. Midterm target exceeded, and significant strategic outcomes of events.</p> <ul style="list-style-type: none"> • <i>Within the framework of UNCCD processes:</i> Gender Day at COP 12 and COP13, and Gender/SLM Capacity Building Workshop at COP13, advancing the gender agenda of the Convention and feeding into the adoption of the UNCCD Gender Action Plan. Side events on LDN Implementation and the Global Land Outlook to promote LDN and support its adoption as a guiding principle of the UNCCD Strategic Framework for 2018-2030. • <i>Within the framework of IPBES processes:</i> Led UNDP’s participation in IPBES plenary sessions from 2015-2018 (IPBES3 to IPBES6) as one of the UN collaborative partners to the Platform and provided technical inputs to the IPBES’s global thematic assessments on pollinators/pollination and land degradation/restoration. • <i>Within the framework of the Poverty-Environment Partnership, with UN Environment:</i> Launch of the joint UNDP-UNEP “Mainstreaming Handbook” at PEP20 (2015) to support the integration of poverty-environment considerations into national planning and budgeting processes. A series of side events at PEP21-23 to inform the policy dialogue on: a) Mainstreaming poverty, environment and climate considerations into national development processes; and b) Putting the SDGs into action with poverty, environment and climate at the Centre. In 2018, PEI participated in the Environment Mainstreaming peer-learning workshop organized by the OECD DAC.
2.1 No of knowledge products produced on socio-ecological	5	6	8	9		<p>Development of practical knowledge products to support the implementation of resilience building interventions on the ground:</p> <ul style="list-style-type: none"> • Step-by-step implementation guidelines for participatory resilience assessment tool, i.e. “Community Based Resilience Analysis (CoBRA)”, was developed through which to

resilience in drylands and other fragile ecosystems, in collaboration with partners						<p>analyze key building blocks of community level socio-ecological resilience. The tool has been used widely by UNDP country offices, governments and NGO partners.</p> <ul style="list-style-type: none"> • Insights and experiences from CoBRA assessments were integrated into the project document of the Resilience Analysis Unit's (RAU), a joint UN initiative to support the IGAD Drought Disaster Resilience Sustainability Initiative (IDDRSI) and led to the creation of RAU's Qualitative Resilience Measurement Tool. • "Building Resilience Capacities of Communities in Drylands and Fragile Ecosystems" – conceptual framework developed by the Centre to guide its work on social and ecological resilience. Used successfully to inform the Centre's technical assistance to the implementation of the Regional Refugee and Resilience Plan (3RP) in Syria and Lebanon. • Guidelines to mainstream gender considerations into the design of National Drought Plans to ensure that the different needs and priorities of both men and women are addressed fairly. Developed jointly with the UNCCD and UN Women, within the framework of the UNCCD Drought Initiative. Shared with partners in 35 countries to inform the preparation of their National Drought Plans for UNCCD/COP14 in September 2019.
2.2. No. of initiatives supported to mainstream policies and practices to enhance resilience	5	9	9	10	S	<p>Effective technical support provided by the Centre for the implementation of major resilience building initiatives:</p> <ul style="list-style-type: none"> • Technical support provided to undertake CoBRA assessment in selected districts in Malawi to assist the Country Office and its partners in developing and implementing its climate resilience building initiatives. The results of the assessment also informed the National Resilience Plan. • Based on the findings and recommendations of a series of CoBRA assessment in Kenya, the Centre supported the government with the formulation of resilience-oriented monitoring and evaluation frameworks for the national and country development plans. • The Centre provided technical support in the establishment of the Zimbabwe Resilience Building Fund, particularly contributing to the development of the Crisis Modifier mechanism, through which to promote timely and cost-effective response to emerging shock/stress factors and prevent occurrence of humanitarian emergencies. • Technical support for the implementation of the UNCCD Drought Initiative. The support aims to enhance the resilience of communities and ecosystems to drought through the design of drought action plans in Iran, Morocco and Somalia. Guidance is provided to ensure that gender considerations are adequately addressed in these plans. The plans will be submitted for review at UNCCD/COP14 in September 2019.

2.3. No. of initiatives supported to restore resilience in crisis-affected communities	0	4	3	4		S	<ul style="list-style-type: none"> • Technical assistance provided to the implementation of the Regional Refugee and Resilience Plan (3RP) in countries affected by the Syria crisis. This support was channeled through the “Host Communities Support Programme” in Lebanon and the “Livelihoods Stabilization Programme, Syria”. The support was guided by the Centre’s resilience building approach, specifically: 1) Nurturing inclusive and sustainable livelihoods; and 2) Supporting the sustainable management and use of land and water. By supporting affected groups, particularly women-headed households, to generate income and enhance food security, this work provided critical assistance for mitigating the effects of the conflict. • Technical support to the initiative “Implementation of the SDGs and Agenda 2030 in Crisis Context in Syria”, focusing on land degradation and drought management. Addressing these issues provides an opportunity to work simultaneously on resilient recovery, peace building and socioeconomic development. The role of sustainable land management in catalyzing resilient recovery and accelerating SDG implementation was highlighted by the Centre during a capacity building workshop on SDG Implementation organized by UNDP-Syria. The Centre will pursue this support in 2019-2020 through the provision of substantive guidance on integrated drylands development including land, water and climate-related SDGs. Backstopping will be provided for the design of local development initiatives to catalyze sustainable recovery, promote socioeconomic development and advance SDG implementation.
2.4. No. of major events and forums on enhancing resilience supported	6	11	14	17		S	<p>Leading UNDP’s support to major events and forums to advance global and regional thinking and knowledge sharing on enhancing resilience, in partnership with UN partners (e.g. FAO, UNCCD, UNICEF, WFP, WMO, etc.) and a of regional inter-governmental organizations (e.g. IGAD, SADC).</p> <ul style="list-style-type: none"> • The Centre represented UNDP at a number of forums to contribute to the development of sub-regional level resilience strategies and resilience measurement/ analysis approaches in East Africa (Resilience, Research and Innovation Conference in 2015, Regional Resilience Forum in the Horn of Africa in 2016, etc.), West Africa (UNDG West and Central Africa Workshop on Resilience in 2016, etc.), and Southern Africa (SADC Workshop on Vulnerability Assessment in 2018, etc.). • The Centre worked closely with other UN partners and mainstream resilience thinking in various thematic fields such as finance (Understanding Risk and Finance Conference in 2015), gender (Regional ShareFair on Gender and Resilience in 2016), food security (G7 International Conference on Food Security and Nutrition in 2016). • The Centre represents UNDP in the Advisory Committee (AC) of the Integrated Drought Management Programme (IDMP), a global initiative – led by WMO and GWP – aiming at providing policy and technical guidance as well as scientific information,

						<p>knowledge and best practices for integrated drought management. The Centre participated in 4 AC events and provided feedback on IDMP reports and knowledge products, including the glossary of drought-related terms published in 2018. The Centre will contribute to synergies between the IDMP and the UNCCD Drought Initiative in 2019, including participation in joint event and sharing information on the national drought action plans developed with UNCCD/UNDP support.</p> <ul style="list-style-type: none"> • The Centre contributed to a side event on the Drought Initiative, organized by the UNCCD in Cairo in May 2018, to introduce the initiative, discuss the proposed approach for developing national drought action plans, and share experience on drought mitigation policies and practices. The Centre is also supporting the UNCCD in organizing a 2-day capacity building workshop for UNCCD focal points during CRIC17 in Guyana in January 2019.
3.1. No. of networks operational and strengthened on sustainable management and resilience building practices	3	3	3	3		<p>S</p> <p>Leveraging on accumulated knowledge of inclusive, resilient and sustainable development in drylands and other fragile ecosystems, the Centre continually supported online interaction and cooperation of drought risk management practitioners through Africa Asia Drought Risk Management Peer Assistance Network (AADP). Based on AADP experiences, the Centre also provided technical support in the development of BES-Net and contributed to the strengthening of multi-UN partnership arrangement of the IGAD RAU.</p>
4.1. No. of knowledge products produced on the poverty/environment nexus, in collaboration with partners	2	8	10	10		<p>S</p> <p>As the UNDP Managing Agent of the Poverty-Environment Initiative (PEI), the Centre provides strategic guidance, substantive input and management support for its implementation. This includes supporting the production, dissemination and use of the knowledge products and tools produced by PEI.</p> <ul style="list-style-type: none"> • Prominent during this reporting phase is the publication of the “Poverty-Environment Mainstreaming Handbook” to provide guidance and tools for policymakers and practitioners to integrate pro-poor environment, natural resource and climate objectives into development policies, plans, budgets and programmes at the national, subnational and sectoral levels. The Handbook offers practical advice based on PEI experience in successfully supporting governments in over 25 countries. The Handbook was produced in English and translated into four languages (French, Spanish, Russian and Arabic). The Arabic version was paid for by the Centre as the Arab Region is not covered by the PEI programme. • The “Getting to Zero” paper, produced by the Poverty Environment Partnership (PEP) with substantive input from PEI - makes the case that poverty, environment and

						<p>climate linkages must no longer be marginalized if the 2030 Agenda is to be achieved. It highlights the importance of P-E mainstreaming for SDG implementation and proposes a triple vision “zero extreme poverty, zero net climate emissions, zero net loss of natural assets by 2030”. The paper was launched by the UNDP Director for Sustainable Development during the SDG High-Level Political Forum in New York in July 2016.</p> <ul style="list-style-type: none"> • In-line with the Centre’s efforts to promote gender equality and women’s empowerment, the study “The Cost of the Gender Gap in Agricultural Productivity” was published in collaboration with UN Women and The World Bank to inform policy-making in three African countries (Malawi, Uganda, Tanzania). The report provides a unique quantification of the costs in terms of lost growth opportunities and an estimate of what societies, economies and communities would gain were the gender gaps in agriculture to be addressed. • The “Compendium on Poverty-Environment-Climate Mainstreaming Tools, Experiences and Results” was published in 2018 to document the achievements of PEI into one comprehensive publication.
4.2. No. of countries where the tools developed are tested and validated	3	10	15	15		<p>S</p> <p>The approaches, tools and methodologies developed within the framework of PEI were used to inform policy dialogue and programming in 15 countries in Africa, Asia, Latin America and the ECIS. National level projects were implemented to provide technical and capacity building support to mainstream poverty-environment-climate considerations into national policy, planning and budgeting processes. The effectiveness of the tools and national interventions will be assessed by the final evaluation of PEI, commissioned by UNDP and UN Environment in November-December 2018. The findings of this evaluation will inform the end-of-project evaluation of the Centre’s Programme in 2020 with respect to the PEI-related activities.</p>
4.3. No. of forums facilitated to introduce the tools developed	0	6	7	9		<p>S</p> <p>The Centre used PEP and SDG-related events as the main forums to introduce the knowledge products and tools produced within the framework of PEI. The “Poverty-Environment Mainstreaming Handbook” was launched at the 20th meeting of the Poverty Environment Partnership, in May 2015, in Edinburgh. The Spanish version of the Handbook was introduced during the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, in April 2017, in Mexico City. While the Arabic version was launched during the Arab Sustainable Development Forum in Beirut (April 2018), which was attended by representatives from 17 Arab countries. The “Getting to Zero” report was launched during the SDG High-Level Political Forum, in July 2016, in New York. The Centre also co-financed selected PEI Regional Workshops were these tools were shared with counterparts from the respective PEI countries.</p>

Indicator	Baseline Level (2016)	Midterm Target (2018)	Midterm Result (2018)	End-of-Project Target (2020)	Midterm Level Assessment	Rating	Justification for Rating	Additional References
Result 2: Capacities to address science-policy issues related to biodiversity and ecosystem services management and utilization developed								
1.1. No. of regional Trialogues held	0	3	2	4		HS	Two regional Trialogues successfully organized with focus on Eastern Europe (2017) and the Caribbean (2018) with positive participants' feedback and tangible outcomes of follow-up actions.	<ul style="list-style-type: none"> • Eastern Europe Trialogue • Caribbean Trialogue • Trialogue follow-up meeting minutes • Trialogue participants personal feedback & outcome survey results
1.2. No. of Trialogue methodology and toolkit prepared/in use ^{vi}	0	N/A	2	3		S	Methodological framework as well as info note for the regional Trialogue developed, implemented and continually updated.	<ul style="list-style-type: none"> • Pollinator Trialogue methodological framework (June 2018 Version) • Regional Trialogue info note
1.3. No. of national Trialogues held in support of national assessments ^{vii}	0	N/A	0	4		S	Two mini (pilot/test versions of) Trialogues successfully held in Colombia (Mar 18) and Cameroon (May 18) with positive feedback/wide media coverage. In line of the NEA implementation process, full-fledged national Trialogues are all planned to be held in 2019-2020.	<ul style="list-style-type: none"> • Colombia mini Trialogue • Cameroon mini Trialogue
1.4. No. of dedicated web-pages/online tools developed and used for preparing Trialogues, disseminating its results and for continued discussions	0	N/A	3	4		S	2 dedicated discussion/info sharing forum space created and actively used for continuous networking, and mutual learning and information exchange on the thematic topics by participants of: 1) Eastern Europe Regional Trialogue; and 2) Caribbean Regional Trialogue. A forum space also created for the NEA team.	<ul style="list-style-type: none"> • Eastern Europe Regional Trialogue discussion forum • Caribbean Regional Trialogue discussion forum • NEA discussion forum
2.1. No. of national assessments undertaken through capacity building support provided by the project	0	3	0	4		S	All 4 countries developed NEA chapter outlines, identified authors/editors/ experts, and started the drafting stages of	<ul style="list-style-type: none"> • WCMC quarterly progress report • Progress update presentation by NEA national team • CBD Information Note on NEA

						reports with regular/close capacity building support.	
2.2. No. of plans in place to implement the policy support tools identified by each national assessment process	0	3	0	4		Activities expected to start in 2019 upon completion of Activity associated with 2.1 (included in overall NEA workplans in all 4 countries).	<ul style="list-style-type: none"> • WCMC quarterly progress report • WCMC workplan
2.3. No. of report of national assessments developed and shared on the BES-Net, SGA Network and UNEP-WCMC websites	0	3	0	4		Activities expected to start in 2019 upon completion of Activity associated with 2.1 (included in overall NEA workplans in all 4 countries).	<ul style="list-style-type: none"> • WCMC quarterly progress report • WCMC workplan
3.1. No. of assessment reports, SPMs and IPBES methodologies and policy support tools introduced and used during the Regional Trialogue and national events ^{viii}	0	6	5	8		IPBES pollinator assessment report/SPM fully integrated into the regional Trialogues; French version of pollinator SPM launched at the Cameroon mini Trialogue; Americas BES report used in 2 nd Trialogue; IPBES guide on assessment production & assessment report on BES scenarios and models used in NEA process.	<ul style="list-style-type: none"> • IKI Progress reports • IKI project budget reallocation exchanges • Regional Trialogue background documents for Eastern Europe and Caribbean • Cameroon mini Trialogue
3.2. No. of strategic events where reports and other significant inputs are distributed and shared with the IPBES community ^{ix}	0	N/A	11	17		Reports distributed & inputs shared effectively at: 3 IPBES Plenaries in 2016-2018; 2 IPBES capacity building forums in 2016 & 2018; CBD COP13 in 2016; CBD SBSTTA 19-20 in 2016 & 2018; ASEAN Conference on Biodiversity in 2016; IPBES ILK Task Force Meeting in 2017; National IPBES forum in 2018.	<ul style="list-style-type: none"> • GPC annual reports • IPBES Plenary Information Documents • BTOR reports • Event reports • Presentation slides
3.3. No. of methodological tools produced to measure the impact of the BES-Net Trialogues	0	N/A	1	1		Prototype Regional Trialogue M&E tool developed and under testing combining online and face-to-face approaches, and continually refined.	<ul style="list-style-type: none"> • Regional Trialogue M&E framework document • Online survey questionnaire
4.1. Extent to which the programme coordination and	Not existing	N/A	Fully operational	Fully operational		BES-Net's management & coordination structure fully in place and operational. Staff posts all	<ul style="list-style-type: none"> • BES-Net annual workplans • BES-Net annual procurement plans

management structure in place/fully operational ^x							filled, and project well implemented based on annual work plan and procurement plan. Advisory Committee meetings held on biannual basis.	<ul style="list-style-type: none"> • Advisory Committee meeting minutes • Periodic donor reports • BES-Net initiative organogram
4.2. No. of organizations with which strategic partnership arrangement is developed ^{xi}	0	N/A	100	110		S	BES-Net established partnership arrangements with 100 organizations as of November 2018. Number growing steadily.	<ul style="list-style-type: none"> • List of BES-Net partners
4.2. No. of online communication channels of BES-Net activities established/in use ^{xii}	0	N/A	4	4		HS	Web portal, Facebook account, Twitter account and bi-monthly newsletters all established and actively in use with steady growth of visitors, users and subscribers.	<ul style="list-style-type: none"> • BES-Net communication and stakeholder engagement strategy & implementation updates • Monthly analytics of online activities

ⁱ Baseline as established in the Project Document.

ⁱⁱ Sum of the 2015-2017 targets in the Project Document and the 2018 targets in the 2018 Annual Workplan.

ⁱⁱⁱ Sum of 2015-2018 results and 2019-2020 targets as per respective annual workplans.

^{iv} Indicator Assessment Key: **Achieved**; **On Track**; and **Not on Track**.

^v Six Point Progress Towards Results Rating Scale: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU).

^{vi} This is a new indicator added in lieu of original indicator 1.2, which is subject to the mobilization of additional resources.

^{vii} The indicator was modified, replacing “at the end of the support to national assessments” with “in support of national assessments”, based on the requests from the NEA teams to set the timing of the National Dialogue more flexibly (either during or after the NEA production).

^{viii} This indicator was modified, adjusting the number and types of documents to be introduced and used in response to the changes in IPBES workplan and its implementation process.

^{ix} The indicator was modified, shifting the focus from the number of reports/inputs to the number of events, since the latter corresponds better to the intended activities and is easier to assess (As one of the UN collaborating partners, UNDP provides IPBES with technical inputs on regular basis, and thus it is difficult to count them all – The original indicator did not have target figures).

^x This is a new indicator created to monitor the status and progress in project coordination and management.

^{xi} This is a new indicator created to monitor the status and progress in project partnerships.

^{xii} This is a new indicator created to monitor the status and progress in project communication.