United Nations
Convention to Combat
Desertification

# Evaluation of the cooperation between WOCAT and the UNCCD secretariat

# FINAL REPORT

**April 2018**

This independent evaluation of the cooperation between WOCAT and the UNCCD secretariat analyses the progress made on the basis of the aims spelled out in the cooperation agreement and a related reconstructed logical framework.  It also assesses the functioning and efficiency of the WOCAT – UNCCD secretariat partnership as a process.  Building on the findings and analysis around these two perspectives, the evaluation presents conclusions and recommendations to guide further action.

*This evaluation was commissioned by the UNCCD evaluation office and authored by Zehra Kacapor-Dzihic in February – April 2018. The views expressed are of the author and do not necessarily reflect those of the UNCCD secretariat or the Global Mechanism.*

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## LIST OF ACRONYMS

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| CDE | the University of Bern/Centre of Development and Environment |
| COP | the Conference of the Parties |
| CRIC | the Committee for the Review of the Implementation of the Convention |
| CST | the Committee on Science and Technology |
| EQ | Evaluation question |
| GIZ | Die Deutsche Gesellschaft für Internationale Zusammenarbeit |
| SLM | sustainable land management |
| TOR | Terms of Reference |
| UNCCD | United Nations Convention to Combat Desertification |
| USD | United States Dollar |
| WOCAT | World Overview of Conservation Approaches and Technologies |

## 1. INTRODUCTION

An evaluation of the cooperation between the World Overview of Conservation Approaches and Technologies (WOCAT) and the UNCCD secretariat was commissioned in February – April 2018, with the aim to generate an independent, evidence-based assessment of the results achieved through the cooperation. The evaluation looked at the productivity of the cooperation in order to determine whether the aims that were set in the cooperation agreement have been met, taking into account changes that had been introduced to the agreement since its signing. The evaluation also looked at the process of cooperation, and identified and documented lessons learned.

As the current cooperation agreement will expire in December 2018, the evaluation was geared to support the consideration of the possible next steps by WOCAT and the UNCCD secretariat. It also serves as information on the action taken and results achieved through the cooperation toward the supporting donor, the Swiss Agency for Development and Cooperation (SDC), as well as to other UNCCD stakeholders.

This report presents the findings, conclusions and recommendations of the evaluation.


## 2. THE COLLABORATION AGREEMENT

In 2014, an agreement was signed between the UNCCD secretariat and the University of Bern/Centre of Development and Environment (CDE), with the objective "*to improve accessibility to information on best practices on sustainable land management (SLM) technologies, including adaptation, according to the guidance provided by Parties*". The executing agency of the agreement is WOCAT, which had been selected as the primary recommended database under the UNCCD for best practices on sustainable land management (SLM) technologies, and which is hosted by CDE. The agreement outlines the responsibilities of CDE and the UNCCD secretariat concerning the role of WOCAT as the primary recommended database, and it will remain in force until December 2018. The obligations listed in the agreement include, among others, the following:

For the University of Bern/CDE, to be implemented by WOCAT:

- Receive the data on best practices on SLM technologies, including adaptation contained in the database of the PRAIS[1], and categorize the entries submitted before 2012 according to the classification adopted by decision 15/COP.10;
- Maintain this database and ensuring the integrity of the data submitted by Parties;

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[1] UNCCD Performance Review and Assessment of Implementation System

- Establish an on-line facility in the three United Nations working languages to allow country Parties and other reporting entities to continue uploading information on SLM best practices on the basis of the current UNCCD template. Establish standards for quality, relevance and accuracy of information that are in conformity with guidance received from the COP;
- Make data and information on SLM best practices available according to the classification adopted by the COP, including through the SKBP[2] and ensuring interoperability with the UNCCD secretariat knowledge products;
- Facilitate the involvement of the other organizations that have expressed interest in the compilation and dissemination of information on SLM best practices, especially those from affected country Parties, in the implementation of the Initiative; and
- Regularly inform the UNCCD secretariat on activities carried out with regard to the obligations mentioned above.

The services to be provided by the University of Bern/CDE are further detailed in the Annex to the agreement.

For the UNCCD secretariat:

- Notify UNCCD Parties and other reporting entities that the WOCAT secretariat has been identified as primary recommended database of best practices on SLM management technologies, including adaptation, and invite them to submit cases of such best practices to the WOCAT secretariat;
- Transfer data and information on SLM best practices that are stored in the database of the PRAIS to the WOCAT secretariat, according to a protocol and a standard to be jointly agreed up[on with WOCAT after the signature of the Agreement;
- Facilitate contacts with Parties and other reporting entities with the view of compiling the elements required for the classification of the 2010 submissions on SLM best practices when required;
- Communicate the UNCCD data access policy to the University of Bern/CDE as soon as finalized along the directives contained in decision 16/COP.11;
- Facilitate cooperation between the WOCAT secretariat and the partners of the SKBP in relation to compilation and dissemination of SLM best practices;
- Promote the continuous identification and submission of SLM best practices at Parties and other reporting entities levels (including civil society organisations), periodically reminding reporting entities the obligation/invitation to report according to COP decisions;
- Facilitate dissemination of information on SLM best practices complied by the WOCAT secretariat, through the SKBP and/or any other knowledge-management and information-sharing platform that will be established by the secretariat;
- Provide advice and assistance to the WOCAT secretariat in the delivery of the services mentioned above, including on institutional matters relating to best

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[2] UNCCD Scientific Knowledge Brokering Portal

practices and through consultation with the Bureaus of the CRIC and the CST as relevant; and

- Participate in joint fundraising activities with the University of Bern/CDE to further expand and improve the functionalities of the online platform on SLM best practices.

For monitoring of implementation, the agreement requires the establishment of a steering committee comprising representatives of the UNCCD secretariat, the University of Bern/CDE and WOCAT, which is to be convened by WOCAT at least once a year.

The agreement contains financial provisions and commitments for the first group of activities, while maintenance and further development of the functionalities of the online platform on SLM best practices is subjected to additional funding.

## 3. EVALUATION PROCESS AND METHODOLOGY

The evaluation methodology aimed to maximise the utility of the evaluation. It involved an analysis of the aims, purpose and activities of the cooperation as well as the factors affecting results, on the basis of which the evaluator reconstructed an indicative logical framework for the cooperation (please see Annex 3). This framework clarified the objectives and expected outcomes of the cooperation, and thereby facilitated the assessment of achievement of the results: it supported the finalisation of the evaluation questions as well as the preparation of the evaluation matrix. It may serve also as the conceptual starting point for any consideration of future cooperation between WOCAT and the UNCCD secretariat.

The evaluation was carried out in three phases:

- The inception phase and the document review;
- The validation phase comprising interviews and written feedback.
- Analysis and report writing phase. This phase was marked by two main points of consultation, the internal de-briefing process with the UNCCD and WOCAT teams, and submission of the final report.

Qualitative data were collected by using a number of methods including:

- **A desk review of materials on the WOCAT-UNCCD secretariat cooperation**, as well as other related material that was provided by the UNCCD secretariat and WOCAT such as reports, best practice examples, etc. This review also extended to documents external to the UNCCD and WOCAT that were identified through own research or through informants, which have a bearing on the evaluation questions. The evaluator conducted a comprehensive review of historical information and reports pertaining to the WOCAT-UNCCD secretariat cooperation. This information was analysed and the results were tailored to answer the main evaluation questions outlined in the evaluation matrix.

- **Interviews with the UNCCD and WOCAT staff members and a donor (SDC) representative.** In-depth, semi-structured interviews with representatives of UNCCD and WOCAT were conducted to discuss the cooperation, its challenges and results and potential for outcomes of joint activities.  A small number of national focal points that are familiar with the cooperation were contacted by e-mail, so as to have complementary, although limited, external views of the results of the cooperation and their use.

**Quantitative** data collection methods consisted of review of data sourced from the cooperation interventions and from other secondary sources.

**Data analysis** was guided by the practices, norms and ethical standards as enshrined in the UN system and the UN Evaluation Group approaches and guiding documents concerning evaluations, with the aim to ensure full relevance, quality and utility of this evaluation. In order to ensure that findings and related conclusions are objective and evidence-based, triangulation was used to identify inconsistencies and ensure reliability.


## 4. KEY FINDINGS

The following pages present the main findings of the evaluation as per the evaluation questions (EQ). The questions and related judgement indicators, sources of information and data collection methods are presented in the evaluation matrix in Annex 1.

**EQ 1. To what extent has the WOCAT-UNCCD secretariat cooperation towards increasing accessibility of information on SLM best practices been relevant to country Parties of the Convention?**

**The WOCAT-UNCCD secretariat cooperation has been acknowledged by decisions of the UNCCD Conference of the Parties, and it seems that country Parties also individually recognize its value in increasing accessibility of information on SLM best practices. The cooperation corresponds to the mandates, and largely also the usual level of resource uses, of the two partners, and adheres to the UNCCD standards and practices.**

The UNCCD provides a strategic framework for cooperation among governments, taking into account the increasing interdependence of different stakeholders in responding to the problems of desertification and the transboundary nature of global environmental crises. The Convention emphasizes the need for learning from successful practices and exchanging knowledge, mechanisms and skills towards improving the ecosystems affected by desertification, land degradation and drought as well as the livelihoods of people that live in, and use, these ecosystems. Best practices and their availability/accessibility have been a continuous topic in the exchanges and decisions of the UNCCD Conference of the Parties (COP) and its two subsidiary bodies,

the Committee on Science and Technology (CST) and the Committee for the Review of the Implementation of the Convention (CRIC)[3].

In this spirit, Parties and observers to the Convention have been repeatedly requested to submit information of their best practices, so that it can be made available for the use of other Parties and interested stakeholders. The main channel for such submissions was the UNCCD portal for national reporting, the performance review and assessment of implementation system (PRAIS), until 2013, at which time the COP decided to transfer this task to suitable existing databases, which were to be called "primary recommended databases". WOCAT was the first, and only, of such databases. By decision 20/COP.12, the COP requested to channel such information through the existing UNCCD channels (the Knowledge Hub and the Capacity Building Marketplace).

The WOCAT-UNCCD secretariat cooperation around the SLM best practices database is fully in line with the mandates of the two entities. WOCAT is essentially a global SLM network that promotes the documentation, sharing and use of knowledge to support adaptation, innovation and decision-making in SLM. The focus of its activities is on compiling, documenting, evaluating, sharing, disseminating, and applying SLM knowledge, which makes it a competent partner to serve as a UNCCD primary recommended database for SLM best practices. The WOCAT-UNCCD secretariat cooperation started from a COP request and was established through an open competitive selection process, and therefore it can be stated that the UNCCD secretariat was mandated for this cooperation, and the approach to establish the cooperation adhered to the UNCCD standards and practices.

There have been some issues concerning funding (please see EQ 2 for further information), but generally it seems that the level of resource needs under this cooperation is in line with the usual scope of funding for similar activities of the secretariat as well as WOCAT.

The relevance of the cooperation was confirmed in decisions of COP 12 (2015) and COP 13 (2017), which acknowledged the efforts by the secretariat, the University of Bern/CDE and WOCAT in promoting the analysis, dissemination and accessibility of SLM best practices.[4] COP 12 also provided guidance on the cooperation activities, including those on the development of a reporting template and technical guidelines concerning the submission of best practices and the establishment of an online facility.

The country representatives that were contacted for this evaluation gave positive feedback on the cooperation and its results. They agree with the claim that the SLM best practices database has strong relevance and that it responds to the needs of

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[3] See for example decisions 11/COP 9, 15/COP 10, 17/ COP 11, 20/COP 12 and 20/COP.13.

[4] Decisions 20/COP 12 and 20/COP 13.

practitioners and national governments to find information and insights into best practices worldwide, as input in decision-making. They considered the database as an important space to offer their own lessons learned and best practises relating to SLM.

**EQ 2 How efficiently, in terms of quality and quantity, has the WOCAT-UNCCD secretariat cooperation been managed with regard to the financial and human resources available?**

**and**

**EQ 6. What factors have affected the cooperation thus far?**

**Particularly during the first years after the signing of the agreement, the efficiency of the WOCAT-UNCCD secretariat cooperation was below expectations. From 2016 onwards, work on the agreed products advanced faster and as at mid-March 2018, all main tasks mentioned in the agreement have been completed.**

In the interviews during the evaluation process, and to some extent also in the documentation on the collaboration, the following came up as key issues that affected efficient collaboration:

1) **Lack of jointly elaborated and agreed purpose, objectives, scope and implementation strategy for the cooperation.** The "obligations" for WOCAT and the UNCCD secretariat were listed in relative detail in the cooperation agreement, but there were no agreed milestones, working modalities or schedules that would have clarified why, how or when each task should be done. Throughout most of the cooperation process, the two entities seem to have focused on completing their own tasks according to their best knowledge and interest, instead of discussing and agreeing upon a coherent joint approach at the beginning of the collaboration.

2) **Lack of shared understanding of roles and responsibilities.** In line with the above, the implementation of the tasks of the agreement left plenty of room for interpretation and for some tasks, the division of work and the roles and responsibilities among the UNCCD secretariat and WOCAT were not clear. This led to occasional delays and also misunderstandings and negative sentiments, which was not conducive to effective and efficient collaboration.

3) **Limited coordination**. The cooperation was guided by a Steering Committee, which however met only three times, and the first in-person meeting was organised in 2016. The minutes of these meetings show little detail on discussions held, but present action points and next steps. There is no follow-up to the action points and planned next steps from previous Steering Committee meetings.
   In addition to the Steering Committee meetings, specific cooperation matters were discussed between the concerned UNCCD and WOCAT representatives. According

to some interviewees, the assignment of the UNCCD Knowledge Management Officer in 2016 as the coordinating focal point and the subsequently increased focus on the technical details of the cooperation helped the activities to move ahead. According to the interviewees, at the beginning the collaboration suffered also from personality mismatches.

4) **Lack of risk and mitigation strategy for cooperation**. Effective collection and sharing of SLM best practices is a complex undertaking that can be marred by a number of factors, such as the following: Countries have varying levels of capacity to present elaborate best practices and on the other hand, the best practices need to be availed in a manner that enables/promotes their use by decision-makers and practitioners. SLM is a broad, multifaceted field, and applying related best practices requires not only knowledge of the agricultural /environmental techniques and processes but also understanding of potential socio-economic impacts in a given region or country. The best practices database is to serve people in different countries, positions and levels of understanding of the issues at hand, which sets particular demands for its user-friendliness and accessibility.
Solutions to these challenges, ranging from a quality assurance process to language options and various search functions, were identified but their implementation was not adequately featured in the planning and budgeting and thereby delayed, and for some still pending. These matters could have been cleared in a thorough discussion on the overall purpose and ambition level (as discussed in point 1 above), and at least there should have been a plan for implementation risks and their mitigation options.

5) **Lack of clarity of the resources**. The cooperation agreement states that "The University of Bern/CDE shall make available all the human and financial resources for the implementation of the agreement" and that "the UNCCD secretariat shall provide an amount of 200,000 euros as financial contribution for the implementation of the agreement". It further notes that maintaining and further developing the online platform in the period of 2016-2018 is subject to additional resources and that the secretariat and WOCAT are committed to jointly mobilize additional funds for that purpose. The agreement leaves room for interpretation on what activities should be funded by who and when: to what extent is the University of Bern/CDE responsible for financing the activities? Is the UNCCD secretariat contribution expected to cover all activities listed in the agreement or only part of them (until 2016)? Does "maintenance and further development of the online platform" refer to activities after, or during, those that are listed in the agreement? At what stage should the University, the UNCCD secretariat and/or WOCAT start mobilisation of additional resources?
Financial matters were among the most controversial ones in the cooperation process. There was no detailed plan for the budget and both entities had their own (distinct) views of how the funding should be used, and who should secure additional funding. There seems to be an overall underestimation of the scope of tasks that need to be implemented and related costs, particularly in terms of

enabling an effective search function for the full database, the quality assurance process and different language versions. WOCAT reported having utilized all available resources by 2016, although at that time only some tasks were delivered, with highest portion of spending to personnel and IT costs. WOCAT also reported having acquired funding from the German technical cooperation agency GIZ and CDE, as well as from foundations that were supporting WOCAT work in general. Interviews with WOCAT revealed that it did not have adequate human resources, particularly for coordination of cooperation (with lots of effort going in that direction); quality assurance and the development of the database.

**EQ 3. To what extent has data on SLM best practices been categorised within the maintained PRAIS database/WOCAT system?**

**The SLM best practices have been categorized and presented in the WOCAT database.**

In the 2010 and 2012 national reporting process, a total of over 400 SLM best practice datasets were received to the UNCCD PRAIS. In its report to the CST in July 2015[5], the UNCCD secretariat informed that these datasets had been transferred to the University of Bern/CDE, and that WOCAT had analysed them. While the categorization of the datasets by WOCAT was underway, it was noted that the structure and content of the PRAIS database would need to be adjusted for the data to be integrated into the WOCAT database. The categorization and needed adjustments were completed in 2015-2016, so that the PRAIS datasets could be made available through the WOCAT online database.

With the aim to facilitate future submissions of high quality SLM best practices to the new online database, WOCAT in consultation with its project partners established a unified template for reporting on best practices. The template took into account guidance received from UNCCD Parties at COP 12, and it was further developed on the basis of an online testing and survey process in June 2016. The resulting template includes questionnaires and categorization systems, as well as graphic illustrations and practical forms to make it easier to submit, share and use the information. It standardizes and harmonises the questions and answers, while providing flexibility to add or improve information.

It seems that there are different opinions on the elaborateness of this template: some interviewees found it too technical or complex for many practitioners that could potentially submit information of SLM best practices. Some others claim that the template significantly facilitates quality assurance. Throughout 2016 and 2017, a number of learning tools were developed to support UNCCD stakeholders in submitting

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[5] ICCD/COP(12)/CST/7-ICCD/CRIC(14)/6

best practices in line with the template, and WOCAT is currently also conducting training on the use of the template within the framework of its other activities.

**EQ 4. Has an online facility, which includes standards for quality and accuracy of information, been established to allow country Parties to continue uploading information on SLM best practices?**

**and**

**EQ 7. To what extent has the WOCAT-UNCCD secretariat cooperation contributed to enhanced accessibility of information on SLM best practices to the largest number of potential users worldwide?**

**The WOCAT online facility for SLM best practices was made available to all stakeholders in August 2016. The rate of visits and submission of new information, as well as initial feedback from users, indicate that it is appreciated and used.**

In 2015 and 2016, WOCAT completed the development of the online database facility and in June 2016, country Parties were invited to test it and to provide their feedback to WOCAT via an online survey. The full version of the online facility that was made available to all stakeholders in August 2016 includes all best practices previously submitted through the PRAIS platform, hundreds of other best practices as well as the standardised template for submitting new information. In 2017, WOCAT expanded the number of best practices available, with information from its previous and current projects. The online facility enables a structured exchange of information on SLM best practices, and allows this information to be channelled to all UNCCD stakeholders through the UNCCD Knowledge Hub.

The extent of submission of new best practices and visits to access these practices indicate the usefulness of the new online facility in terms of availability of new information and interest in the information that is availed (number of visits as level of interest, and number of countries of the visitors as the geographical scope of interest). In both regards (submissions and visits), statistics on the online facility show very positive developments: currently (March 2017), the database contains 1,766 published SLM practices from 125 countries, submitted by 333 users. Out of that number, 915 are best practices relating to SLM technologies; 398 are SLM approaches and 453 are from the UNCCD PRAIS. There are 96 new practices drafted in the past 90 days, and WOCAT informs that many more are "in the pipeline" to be uploaded on the website, pending the completion of the quality assurance process. There has been close to 27,000 visits from 175 different countries since the launch of the online facility in August 2016.

As the online facility was launched relatively recently, clarifying its eventual usefulness (impact) is not among the focus areas of this evaluation. Nevertheless, in order to

include at least some, although anecdotal, evidence of its value to the end-users, a small number of UNCCD country representatives was interviewed. Their feedback confirmed the utility of the online facility - it was considered to enhance the accessibility of the UNCCD stakeholders to information on SLM best practices, and also to provide added value to the best practices generated in the countries by guiding the structured documentation of these practices and enabling their efficient sharing to interested audiences beyond national channels. For example, in one country whose representative was interviewed for this evaluation, more than 30 SLM technologies and nine approaches were documented using WOCAT tools and methods; from the WOCAT online facility they were uploaded to a national website that can be accessed by local land users. They were also used for a publication on SLM technologies/approaches case studies that has been distributed to local government planners and practitioners.

With regard to further improvements to the online facility, the suggestions of the focal points included the following:

- The database should include more detailed information of the practitioners hosting the best practices, for example coordinating farmers or community leaders that could be contacted  directly for further information;
- High number of the submitted best practices is from countries that are project partners of WOCAT, and not necessarily results of UNCCD country focal points' efforts within the framework of the Convention. More awareness raising, advocacy and capacity building could support a broader adoption and more active use of the WOCAT tools and methods by the UNCCD focal points and their offices, which would facilitate a more balanced geographical coverage.
- The UNCCD secretariat should make more effort to synthesise the submitted best practices in order to provide insights on the potential for scalability and related needs, challenges and gaps, and feed this information to the processes of the Science-Policy Interface as well as the preparation of the next Global Land Outlook. The synthesis information should be made available through the Knowledge Hub and the Capacity Building Marketplace, and the access of ground level actors to them should be facilitated.
- With the aim to improve the national level effectiveness of collecting, documenting and submitting best practices to the online facility, the UNCCD secretariat should clarify, possibly through specific guidelines, the possible role of the UNCCD focal point in collaborating with the WOCAT team at country level. Such role could include, for example, setting of national priorities for SLM best practices identification and data collection, stakeholder mobilisation for effective use of the collected information, as well as use of the information for national policy briefs and reporting.

**EQ 5. To what extent has interoperability been made possible between PRAIS, the WOCAT online facility and the UNCCD knowledge management tools?**

For UNCCD stakeholders the WOCAT online facility is the primary recommended database for SLM best practices. All data on SLM best practices, as previously shared through the UNCCD PRAIS system in the UNCCD reporting process, was migrated to the WOCAT platform. All information on SLM best practices, both in the PRAIS format as well as in the new WOCAT format, is available through the UNCCD Knowledge Hub.

**EQ 8. What is value added and strength of the WOCAT-UNCCD secretariat cooperation?**

Main value added and strength of the WOCAT-UNCCD secretariat cooperation is the fact that it enables an effective, cost-efficient promotion, accessibility and application of best practices and, as it operates in the context of an intergovernmental process, thereby generates a link between decision-making (COP and national level) and concrete action on SLM (knowledge deriving from various projects, experts, land users). It provides easily accessible information of best practices that supports the decision-makers in making well-based decisions regarding SLM. At the same time, it helps practitioners to learn about workable methods, approaches and practices that have been successfully applied elsewhere, and that that might be of inspiration for their own solutions.

**Overview: Status of completion of tasks as envisaged by the agreement**

*Table 1. Completion of key tasks as envisaged in the Agreement*

| Task | Progress |
|---|---|
| **For the University of Bern/CDE, to be implemented by WOCAT:** | |
| - Receive and categorize the data on SLM best practices, which is contained in the database of the UNCCD Performance Review and Assessment of Implementation System (PRAIS), and maintain this database; | Yes, with significant delays. |
| - Establish an online facility to allow country Parties to continue uploading information on SLM best practices, including the setting of related standards for quality and accuracy of information; | Yes. |
| - Make data and information on SLM best practices available, including through the UNCCD Scientific Knowledge Brokering Portal (SKBP) and ensuring | Yes. The SKBP is included in the UNCCD Knowledge Hub. |

| | |
|---|---|
| interoperability with the UNCCD knowledge products; | |
| - Facilitate the involvement of other interested organizations in the compilation and dissemination of information on SLM best practices; and | Yes. However, this is an ongoing process which needs to be continued. |
| - Regularly inform the UNCCD secretariat on activities carried out. | Yes. However, financial reporting was very minimalistic. |
| **For the UNCCD secretariat:** | |
| - Notify UNCCD Parties that WOCAT has been identified as primary recommended database of SLM best practices, invite them to submit such best practices to WOCAT, and promote the continuous identification and submission of SLM best practices; | Yes. This information is available on all related UNCCD portals. |
| - Transfer data and information on SLM best practices from the PRAIS to WOCAT; | Yes, with significant delays. |
| - Facilitate cooperation between WOCAT and the partners of the SKBP in relation to compilation and dissemination of SLM best practices; | Yes. |
| - Facilitate dissemination of information on SLM best practices complied by the WOCAT through the SKBP and/or any other knowledge-management and information-sharing platform that will be established by the secretariat; and | Yes. Link to WOCAT website is available on UNCCD portals, including the Knowledge Hub. |
| - Provide advice and assistance to WOCAT in the delivery of the services mentioned above | Yes; at the onset there were difficulties but progress has been visible since the involvement of the UNCCD Knowledge Management Officer in 2016. |

## 5. CONCLUSIONS

The following is the presentation of a set of cross-cutting conclusions, derived from the findings and answers to the evaluation questions.

**Relevance of cooperation**

**The WOCAT-UNCCD secretariat cooperation has been relevant for the UNCCD priorities as set in the Convention and the decisions of the COP.** The Convention itself, and numerous decisions and reports produced under the UNCCD, call upon countries to report and exchange best practices and knowledge on SLM in spirit of partnership and global objectives towards combating desertification. Within this framework, the results of the WOCAT-UNCCD secretariat cooperation are significant, as they provide an easily accessible, standardised and global online facility for countries to upload, share and use SLM best practices.

The WOCAT-UNCCD secretariat cooperation has been acknowledged by COP decisions, and it seems that country Parties also individually recognize its value in increasing accessibility of information on SLM best practices. The cooperation corresponds to the mandates and also to the usual level of resource uses of the two partners, and adheres to the UNCCD standards and practices.

**Efficiency of cooperation**

**Until mid-2016, the efficiency of the WOCAT-UNCCD secretariat cooperation was below expectations.** The cooperation was marred by a number of challenges and obstacles, including lack of jointly designed plan of operation (e.g. logframe, operational strategy and action plan with clearly defined roles and responsibilities and deadlines); misunderstandings relating to the purpose and scope of the collaboration, the tasks as well as the ways in which they should be completed; and leadership and management issues. Financial matters were also difficult, as there was no detailed plan for the budget nor agreement of the exact use of the resources, and the scope of tasks to be implemented and related costs seem to have been underestimated.

Due to these challenges, there were considerable delays in the delivery of tasks and also in their completion in the planned quality. Nevertheless, from 2016 onwards, work on the agreed products advanced faster and as at mid-March 2018, all main tasks mentioned in the agreement have been completed.

**Effectiveness of cooperation**

Despite the efficiency issues, **cooperation has so far delivered upon its tasks as stipulated in the agreement.** The SLM best practices were categorized, and those practices submitted through the PRAIS portal were adjusted and transferred to the WOCAT online database. A unified template for reporting on best practices, which includes questionnaires and categorization systems as well as graphic illustrations and

practical forms, standardizes and harmonises the approaches to documenting best practices.

The online facility that was made available to all stakeholders in August 2016 includes all best practices previously submitted through the PRAIS platform, hundreds of other best practices as well as the standardised template for submitting new information. The extent of submission of new best practices and visits to access these practices indicate the usefulness of the new online facility in terms of availability of new information and interest in the information that is availed. Feedback from country representatives points to the same positive conclusion.

With the establishment of the database, the demand to for further categorization and quality assurance of SLM best practices is now more visible. As the size of the database grows, categorisation can be more refined and detailed, taking into account the diversity of the submitted best practices, and to facilitate more targeted search. Quality assurance, on the other hand, is important for ensuring that the best practices information can be used for various (policy/practical) purposes and by different users, regardless of the origin of the submitted practice.
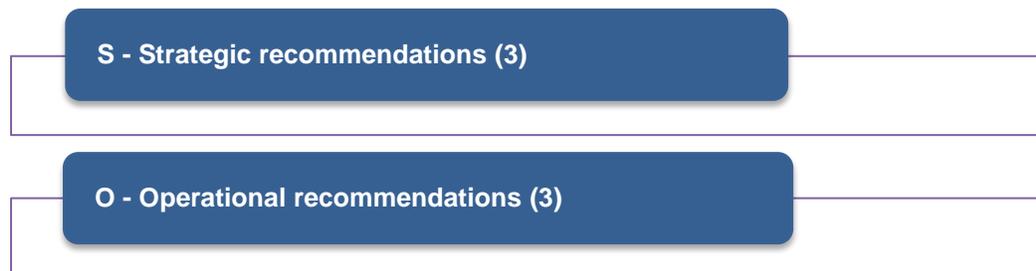
### Impact of cooperation

Assessment of the impact of the WOCAT-UNCCD secretariat cooperation was not the focus of this evaluation. Still, **there is evidence, yet mostly anecdotal, of use of the uploaded best practices for planning and decision-making in country Parties to the Convention**.

### Sustainability

**The database and uploaded practices are available within the WOCAT system, which is institutionalized.** This makes up for strong sustainability of the system in place. Being recognized as a primary recommended database for SLM best practices, WOCAT now has stronger basis for fundraising and recognition which can contribute to further sustainability. However, SLM remains a rapidly growing and changing field, and updated best practices are constantly needed in order to ensure that the database remains relevant and interesting, and thus used by the countries and other stakeholders. There will be also need for periodic technology updates and improvements.

## 6. RECOMMENDATIONS

The findings and conclusions of the evaluation point to the following recommendations, each with an addressee. For ease of reference, recommendations are divided into two categories, as follows:

**S - Strategic recommendations (3)**

**O - Operational recommendations (3)**

**Strategic recommendation 1: The UNCCD secretariat and WOCAT should continue their cooperation on SLM best practices.**

Despite the efficiency problems, the WOCAT-UNCCD secretariat cooperation resulted in important tools for the UNCCD Parties to support evidence-based planning and implementation of SLM strategies and programmes. The establishment of the database and the standardised template is a starting point for effective collection, sharing and use of best practices, while such practices and also their need keep evolving in different countries and regions, which calls for further development of the online facility. In this context, the WOCAT-UNCCD secretariat cooperation should be continued and possible focus areas could be the following:

- Identification of new best practices and uploading them on the website through a quality assurance process.

- Further technical improvements of the database for better accessibility and user-friendliness, which may include development of the search function (new filters linked to best practice categories) and more information in languages other than English.

- Promotion of the database and support to further SLM capacity building activities, which may include e-learning and SLM related sessions during the UNCCD events, as well as jointly organised webinars and exchange opportunities.

**Strategic recommendation 2: The UNCCD secretariat should use the UNCCD process to promote the importance and potential of collection, sharing and use of best practices.**

With the aim to motivate country Parties to share their best practices as well as to access and use the available best practices, the secretariat could consider further means for promoting them through the UNCCD process. The role of the submitted best practices could be more prominent on the CRIC agenda, or selected practices could be compiled into periodic/thematic publications, for example. The secretariat, in collaboration with WOCAT, should also prepare guidance for the focal points for them to take an active role in the collection and submission of SLM best practices to the online facility, and in supporting the use of best practices in their country.

**Strategic recommendation 3: WOCAT should create tools to improve the access and use of the database at the country and, as possible, local levels.**

Feedback received from users of the online facility indicates that the database is already an important input in decision-making. However, difficulties in linking up with best practice hosts to enable further learning are also raised. The database already includes contacts for each submitted best practice, but it could also include more information of the users of the practice, notably the involved farmers and other local level actors. Interested community leaders and land users should be able to link up directly with the practitioners applying the best practices, in order to trigger peer-to-peer networking, learning and information exchange. To start with, more contact details could be added, when possible, to each best practice. In longer term, more elaborate ways could be explored and tested.

**Operational recommendation 1: The UNCCD secretariat and WOCAT should ensure that the next phase of cooperation is founded on a jointly agreed framework of objectives and activities, and clear roles and responsibilities.**

The cooperation phase which is subject to this evaluation was characterised by the lack of jointly agreed aims, purposes and operational planning to ensure joint understanding of tasks and deliverables as stipulated in the agreement. This meant lack of defined roles, responsibilities, scheduling and budget, and also risk and mitigation strategies. The next phase of the cooperation should, at the outset, establish clear and agreed objectives, operational modalities and allocation of tasks, and also define main activities, outputs and schedule for the delivery of the results.

**Operational recommendation 2:  The UNCCD secretariat and WOCAT should establish a realistic budget for the cooperation and secure the needed resources in a timely manner.**

Closely related to the operational recommendation 1 above, planning for the next phase of cooperation should include a realistic estimation of the resource needs of both WOCAT and the UNCCD secretariat and related sources of funding, as an integral part

of the scheduled work programme. Any identified resource gaps should be presented to interested donors for additional funding well before the related activities are due to start.

Both WOCAT and the UNCCD secretariat should actively share information about their cooperation and its results, with the aim to leverage interest of potential partners to contribute to the cooperation objectives.


**Operational recommendation 3: The UNCCD secretariat and WOCAT should cooperate with other development partners active in SLM field and intensify their own joint efforts to enable cross-fertilisation, synergies and learning**

The SLM is a huge thematic field which is characterised by diverse actors active in helping countries and regions tackle the SLM issues. WOCAT and the UNCCD secretariat should invest efforts in learning from other initiatives and inviting information of best practices from a broader spectrum of stakeholders, with the aim to further foster global sharing and learning concerning SLM. Such activities would significantly contribute to the spirit of the Convention.

Similarly, they should better benefit from each other's knowledge and approaches to best practices, sharing information of related matters and joining forces for common aims where needed. This could mean increasing their involvement in suitable committees, workshops and processes that the other entity is organising, joining online communities and mailing lists, or simply establishing a more regular approach for information exchanges among individuals.

## Annex 1. Evaluation matrix

| | Evaluation Questions | Judgement Indicators | Sources of Information | Data collection methods |
|---|---|---|---|---|
| EQ 1 | To what extent has the collaboration between UNCCD and WOCAT towards increasing accessibility of information on SLM best practices been relevant to Country Parties of the Convention? | Indicator 1.1 The importance of collaboration to improve access to SLM best practices is recognized in strategic documents guiding UNCCD's work<br><br>Indicator 1.2 The collaboration instruments and knowledge management modalities correspond to the resources and mandates of the UNCCD and WOCAT, and to the standards and practices of the UNCCD process *(High/Medium/Low)* | Collaboration documentation<br><br>Strategic documents and reports<br><br>Websites, tools<br><br>Key informants | Document analysis<br><br>Interviews |
| EQ 2 | How efficiently, in terms of quality and quantity, has the collaboration between UNCCD and WOCAT been managed with regard to the financial and human resources available? | Indicator 2.1 Collaborative leadership of the cooperation is efficient and effective<br>Indicator 2.2 Roles and responsibilities are agreed and clear<br>Indicator 2.3 Existence of functional coordination mechanisms<br>Indicator 2.4 Existence of mechanisms for open, efficient and timely communication between UNCCD and WOCAT<br>Indicator 2.5 Extent to which meetings result in productive, focused, and effective conclusions and action points for implementation<br>Indicator 2.6 Adequacy of staffing vis-à-vis perceived/realized workload at UNCCD and WOCAT<br>Indicator 2.7 Collaboration agreement contains risk assessment and mitigation measures | Collaboration documentation<br><br>Strategic documents and reports<br><br>Websites, tools<br><br>Key informants | Document analysis<br><br>Interviews |

| | Evaluation Questions | Judgement Indicators | Sources of Information | Data collection methods |
|---|---|---|---|---|
| | | Indicator 2.7 Mechanisms in place and used for resolution of potential conflicts<br>Indicator 2.8 Degree of implementation delays and their causes<br>Indicator 2.9 Degree of adequacy of the budgets vis-à-vis the volume of tasks (to be) carried out<br>Indicator 2.10 Evidence of meetings/workshops between UNCCD and WOCAT to discuss proposals for improving working approaches and improving the system<br>Indicator 2.11: Examples of adjustments of the original plan<br>Indicator 2.12: extent to which the cooperation is mutually beneficial | | |
| EQ 3 | To what extent has data on SLM best practices been categorised within the maintained PRAIS database/WOCAT system? | Indicator 3.1: Evidence of a developed new system with simpler template for uploading new best practice<br><br>Indicator 3.2: Extent to which a comprehensive set of data has been categorised and made available<br><br>Indicator 3.3: Extent to which the new system and template have been promoted to Country parties<br><br>Indicator 3.4 Evidence of use of the new system and the template by Parties | Collaboration documentation<br><br>Strategic documents and reports<br><br>Websites, tools<br><br>Key informants | Document analysis<br><br>Interviews |

| | Evaluation Questions | Judgement Indicators | Sources of Information | Data collection methods |
|---|---|---|---|---|
| EQ 4 | Has an online facility, which includes standards for quality and accuracy of information, been established to allow country Parties to continue uploading information on SLM best practices? | **Indicator 4.1:** Existence of functional and accessible online facility<br><br>**Indicator 4.2:** Number of new best practices uploaded in the system<br><br>**Indicator 4.3:** Evidence of use of the online facility by Parties | Collaboration documentation<br><br>Strategic documents and reports<br><br>Websites, tools<br><br>Key informants | Document analysis<br><br>Interviews |
| EQ 5 | To what extent has the interoperability been made possible between PRAIS, the WOCAT online facility and the UNCCD knowledge management tools? | **Indicator 5.1:** Mechanisms in place to ensure and facilitate interoperability between the PRAIS/new WOCAT online facility and the UNCCD SKBP<br><br>**Indicator 5.2:** Mechanisms in place and used for quality promotion and dissemination of information on best practices via PRAIS/the WOCAT system and the SKBP | Collaboration documentation<br><br>Strategic documents and reports<br><br>Websites, tools<br><br>Key informants | Document analysis<br><br>Interviews |
| EQ 6 | What external factors have affected the cooperation thus far? | Main drivers/hindering factors affecting achievement of results | Collaboration documentation<br><br>Strategic documents and reports<br><br>Key informants | Document analysis<br><br>Interviews |

| | Evaluation Questions | Judgement Indicators | Sources of Information | Data collection methods |
|---|---|---|---|---|
| **EQ 7** | To what extent has the UNCCD-WOCAT collaboration contributed to enhanced accessibility of information on SLM best practices to the largest number of potential users worldwide? | **Indicator 7.1** Evidence of use of tested SLM practices in country Parties as results of new knowledge accessed through established online tools. | | |
| **EQ 8** | What is value added and strength of UNCCD-WOCAT collaboration? | **Indicator 8.1:** The approach employed by the WOCAT fosters high quality products<br><br>**Indicator 8.2:** The collaboration delivery methods and channels (used promote ownership by UNCCD and sustainability of products<br><br>**Indicator 8.3:** Achievement of results has been supported by the mobilisation of expertise from UNCCD and WOCAT<br><br>**Indicator 8.4** Evidence of added value of products to the Convention process | Collaboration documentation<br><br>Strategic documents and reports<br><br>Key informants | Document analysis<br><br>Interviews |

**Evaluation of the cooperation between WOCAT and the UNCCD secretariat**

*Established in 1994, the United Nations Convention to Combat Desertification - UNCCD - is the sole legally binding international agreement linking environment and development to sustainable land management. Its Strategy for 2018-2030 states as the vision "A future that avoids, minimizes, and reverses desertification/land degradation and mitigates the effects of drought in affected areas at all levels and strive to achieve a land degradation neutral world consistent with the 2030 Agenda for Sustainable Development, within the scope of the Convention". The Convention's 196 Parties work together to improve the living conditions for people in areas affected by land degradation, to maintain and restore land and soil productivity, and to mitigate the effects of drought. The UNCCD is particularly committed to a bottom-up approach, encouraging the participation of local people in combating desertification and land degradation.*

*Decision-making under the UNCCD is done at the Conference of the Parties (COP) that brings together all signatories to the Convention every two years. The COP is assisted by two subsidiary bodies: the Committee on Science and Technology (CST) and the Committee for the Review of the Implementation of the Convention (CRIC). The work under the UNCCD is supported by two entities: the UNCCD secretariat that organizes the intergovernmental process and facilitates cooperation and information exchange among countries, development partners, the scientific community, the civil society and other key stakeholders; and the Global Mechanism that promotes the mobilization of resources for sustainable land management.*

**Background**

In 2014, an agreement was signed between the UNCCD secretariat and the University of Bern/Centre of Development and Environment (CDE), with the objective "*to improve accessibility to information on best practices on sustainable land management (SLM) technologies, including adaptation, according to the guidance provided by Parties*". The executing agency of the agreement is the World Overview of Conservation Approaches and Technologies (WOCAT), which had been selected as the primary recommended database under the UNCCD for best practices on sustainable land management (SLM) technologies, and which is hosted by CDE. The agreement outlines the responsibilities of CDE and the UNCCD secretariat concerning the role of WOCAT as the primary recommended database, and it will remain in force until December 2018.

In August 2016, a major step toward meeting the objective of the cooperation agreement was taken, as an online platform for accessing the best practices was launched. In May 2017, related WOCAT database had grown to more than 1100 entries, which were searchable in a structured way.

For the purpose of learning from the successes and challenges in the cooperation with WOCAT, the UNCCD secretariat is commissioning an independent evaluation of the cooperation; the terms of reference of which are described in this document.

**The agreement between the University of Bern/CDE and the UNCCD secretariat**

The agreement lists the obligations of the University of Bern/CDE and the UNCCD secretariat, which include, among others, the following:

For the University of Bern/CDE, to be implemented by WOCAT:

- Receive and categorize the data on best practices on SLM technologies, which is contained in the database of the UNCCD Performance Review and Assessment of Implementation System (PRAIS), and maintain this database;
- Establish an on-line facility to allow country Parties to continue uploading information on SLM best practices, including the setting of related standards for quality and accuracy of information;
- Make data and information on SLM best practices available, including through the UNCCD Scientific Knowledge Brokering Portal (SKBP) and ensuring interoperability with the UNCCD knowledge products;
- Facilitate the involvement of other interested organizations in the compilation and dissemination of information on SLM best practices; and
- Regularly inform the UNCCD secretariat on activities carried out.

The services to be provided by the University of Bern/CDE until 31 December 2018 are further detailed in the Annex to the agreement.

For the UNCCD secretariat:

- Notify UNCCD Parties that WOCAT has been identified as primary recommended database of SLM best practices, invite them to submit such best practices to WOCAT, and promote the continuous identification and submission of SLM best practices;
- Transfer data and information on SLM best practices from the PRAIS to WOCAT;
- Facilitate cooperation between WOCAT and the partners of the SKBP in relation to compilation and dissemination of SLM best practices;
- Facilitate dissemination of information on SLM best practices complied by the WOCAT through the SKBP and/or any other knowledge-management and information-sharing platform that will be established by the secretariat; and
- Provide advice and assistance to WOCAT in the delivery of the services mentioned above.

For monitoring of implementation, the agreement requires the establishment of a steering committee comprising representatives of the UNCCD secretariat, the University of Bern/CDE and WOCAT, which is to be convened by WOCAT at least once a year.

The agreement contains financial provisions and commitments for the first group of activities, while maintenance and further development of the functionalities of the online platform on SLM best practices is subjected to additional funding.

**Objectives and main users of the evaluation**

The evaluation will assess the functioning and productivity of the cooperation between WOCAT and the UNCCD secretariat in order to determine whether the set aims have been met, taking into account any changes that may have been introduced to the agreement since its signing. It will also look at the process of cooperation, identify and document lessons learned and make recommendations for the future, with the aim to support the consideration of next steps in implementing the cooperation agreement. Analysis of what went well and what could be improved will be helpful also for other similar partnerships, and for further development of the accessibility of information under the Convention.

The evaluation will provide the UNCCD secretariat and the University of Bern/CDE with an independent, evidence-based assessment of the results achieved through the cooperation between WOCAT and the UNCCD secretariat. Its outcomes will be of interest to the donors that have supported this cooperation, and also to the UNCCD stakeholders in a broader sense.

**Scope and approach of the evaluation**

The evaluation will be loosely based on the OECD/ DAC evaluation criteria of relevance, effectiveness, efficiency and sustainability. As the main products of the cooperation agreement, the platform and the database, were delivered only recently, the evaluation is not expected to look at the possible impact.

The evaluation will consider the cooperation between WOCAT and the UNCCD secretariat from two perspectives:

1. The performance/achievements concerning the implementation of the cooperation agreement (relevance, effectiveness, sustainability), and
2. The process of cooperation (efficiency).

The consideration of the progress made and results achieved will be built around specific questions that will be finalized during the first phase of the evaluation. Tentatively, these questions are as follows:

- How productive is the cooperation between WOCAT and the UNCCD secretariat?
    - o What results have been achieved?
    - o Are they relevant to the UNCCD priorities? What is their added value to the Convention process?
    - o How well have the aims of the agreement been met? Have there been adjustments to the original plan? Have external factors affected the cooperation?
    - o Are the products of the cooperation being used externally?
    - o Is the cooperation mutually beneficial?
- How well is the cooperation between WOCAT and the UNCCD secretariat functioning?
    - o How effective is the (collaborative) leadership of the cooperation?

- o Are roles and responsibilities agreed and clear?
- o Is coordination working well: is communication open, efficient and timely; are meetings productive, focused, and effective?
- o Are there mechanisms to resolve potential conflicts; are they being used?
- To what extent are the resources for cooperation adequate (e.g., staff time, funding)?

**Main deliverables**

The evaluation process will consist of three main phases, which will be for inception, data collection, and synthesis & dissemination of findings. The main deliverables of each phase are presented below.

| Evaluation phase | Focus | Deliverables |
|---|---|---|
| Inception | Structure of the evaluation<br><br>Schedule of tasks<br><br>Updated logic model for the cooperation | Inception report |
| Data collection | Desk study<br><br>Interviews<br><br>Compilation of data, first analysis | A summary of main findings and emerging conclusions/ recommendations |
| Synthesis and dissemination | Exchange with key stakeholders<br><br>Further analysis of data<br><br>Finalisation of the report | Evaluation report |

The evaluation process will start by a briefing with the UNCCD evaluation office (EO) and the secretariat staff involved in the cooperation with WOCAT. On this basis, the evaluator will prepare an updated logic model for the cooperation between WOCAT and the UNCCD secretariat, complete the evaluation questions and tools by which they can be credibly answered to, and outline the structure of the evaluation. S/he will also define the schedule for conducting the evaluation. Accordingly, the resulting inception report will contain

- An updated overview of the aims and expected results of the cooperation between WOCAT and the UNCCD secretariat
- The evaluation approach, including evaluation questions and means of verification

- The work plan and schedule for completing the evaluation.

Data collection phase will include a systematic analysis of relevant documents and a limited number of interviews. At the end of the data collection phase, a summary of main findings and emerging conclusions/ recommendations will be prepared and shared with the EO. Its content will be presented to the involved secretariat staff and possibly other key stakeholders, with the aim to receive their feedback. On the basis of comments and feedback expressed, the evaluator may further develop the report. Potential quality issues, factual errors or methodological problems need to be corrected, while comments linked to diverging judgements may be either accepted or rejected.

The synthesis phase will be devoted to the preparation of the final report. The evaluator will present in a single document the findings, conclusions and recommendations. The final report will be discussed with, and submitted to the EO. The report will be published through the UNCCD communication channels. All written deliverables produced during the evaluation will be in English and submitted in electronic version (Word document).

## Selection of the evaluator

The evaluator is recruited and managed by the EO. The secretariat staff involved in the cooperation with WOCAT will support the evaluation process by facilitating access to relevant information sources and documents and providing feedback on the evaluation questions, notes and reports delivered by the evaluator.

The candidate should meet the following qualifications:
- Professional expertise and experience in evaluating development cooperation projects.
- Experience in conducting partnership evaluations and using related evaluation approaches and methodologies.
- Knowledge of international scientific collaboration and networking, preferably in the field of natural resource management, will be an asset.
- Excellent written and verbal communication skills; experience in producing high quality written reports.
- Fluency in English.

The candidate to carry out the evaluation may not have prior involvement in the cooperation between WOCAT and the UNCCD secretariat.

## Indicative workplan and timetable

The assignment will start as soon as possible, with the final report expected to be ready by mid-April 2018. Applications should be submitted by e-mail to staffing@unccd.int, together with a UN Personal History Form or CV, specifying the position: Evaluation of the cooperation between WOCAT and the UNCCD secretariat. The deadline for submission of applications is 31 January 2018. Only applications submitted by the deadline will be considered. No telephone calls will be returned.

The below table presents a list of EQs (and judgment indicators) proposed for this evaluation. The EQs and indicators have been developed based on the desk review of available documentation, review of EQs presented in the TOR and Logframe that was developed for the collaboration (Included in this Document as well). The EQs were developed to capture the nature of collaboration, main results that were envisaged and current state of collaboration (as understood from available documentation).

As per the ToR, the evaluation is to consider the cooperation between WOCAT and the UNCCD secretariat from two perspectives:

3. The performance/achievements concerning the implementation of the cooperation agreement (relevance, effectiveness, sustainability), and
4. The process of cooperation (efficiency).

The consideration of the progress made and results achieved will be built around specific questions that will be finalized during the first phase of the evaluation.

## Table 1. Proposed transformation of EQs from TOR into revised Evaluation matrix

| Original EQs from TOR | Suggested transformation |
|---|---|
| - How productive is the cooperation between WOCAT and the UNCCD secretariat? | **transformed into EQ 2, EQ 3, EQ 4, EQ 5, EQ 6, EQ 7, EQ 8** |
| o What results have been achieved? | **transformed into EQ 3, EQ 4, EQ 5** |
| o Are they relevant to the UNCCD priorities? | **transformed into EQ 1** |
| o What is their added value to the Convention process? | **transformed into EQ 8, indicator 8.4** |
| o How well have the aims of the agreement been met? – | **transformed into EQ 3,4,5** |
| o Have there been adjustments to the original plan? | **transformed into Indicator 2.11** |
| o Have external factors affected the cooperation? | **transformed into EQ 6** |
| o Are the products of the cooperation being used externally? | **transformed into indicators 3.3, 3.4, 4.2, 4.3, 5.2** |
| o Is the cooperation mutually beneficial? | **transformed into indicator 2.12; (will also be tackled in conclusion**) |
| - How well is the cooperation between WOCAT and the UNCCD secretariat functioning? | **transformed into EQ 2** |
| o How effective is the (collaborative) leadership of | **transformed into Indicator 2.1** |

| | |
|---|---|
| the cooperation? | |
| o  Are roles and responsibilities agreed and clear? **–** | **transformed into Indicator 2.2** |
| o  Is coordination working well: is communication open, efficient and timely; are meetings productive, focused, and effective? **–** | **transformed into Indicator 2.3-2.5** |
| o  Are there mechanisms to resolve potential conflicts; are they being used? | **transformed into Indicator 2.7** |
| -  To what extent are the resources for cooperation adequate (e.g., staff time, funding)? | **transformed into Indicator 2.6, 2.8, 2.9** |

## ANNEX 4. RECONSTRUCTED LOGICAL FRAMEWORK OF THE COLLABORATION

| | Results chain | Indicators | Sources and means of verification | Assumptions |
|---|---|---|---|---|
| **Overall objective: Impact** | **Overall objective**: Countries affected by desertification, land degradation and drought use SLM best practices to foster the implementation of the UNCCD | ***Overall objective Indicator:*** <br><br> The online facility for capturing, cataloguing and disseminating SLM best practices, which was developed under the UNCCD, is accessed by users worldwide. | UNCCD reports <br><br> Online portal use data | Interest of Convention Parties to use the online portal <br><br> Interest of Convention Parties and their partners to share best practices |
| **Specific objective(s): Outcome(s)** | ***OC1***: Information on SLM best practices is accessible to the largest number of potential users worldwide. | ***Indicator 1.1:*** New online facility for capturing, cataloguing and disseminating SLM best practices is developed containing a new, revised and simpler template for uploading best practices <br><br> ***Indicator 1.2***: The online facility on SLM best practices is accessible through the UNCCD knowledge management tools <br><br> ***Indicator 1.3:*** Number of countries and other information providers uploading the SLM best practices | UNCCD reports <br><br><br> WOCAT reports | UNCCD and WOCAT collaboration facilitates adaptation of the portal and timely best practices collection and dissemination |
| **Outputs** | ***Op1***: Data on SLM best practices categorised within the maintained PRAIS | ***Indicator 1.1***: New system with simpler template for uploading new best | Documents, project documentation, | UNCCD and WOCAT collaboration facilitates adaptation |

| database/WOCAT system | practice developed | meeting minutes. | of the portal and timely best practices collection and dissemination |
|---|---|---|---|
| | **Indicator 1.2**: Comprehensive set of data categorised and accessible | | |
| | **Indicator 1.3**: new system and template presented to Parties and used | Database logs and entries | |
| | **Indicator 1.4**: Continuous exchange and coordination of approaches between UNCCD and WOCAT | | |
| **Op2**: On-line facility which includes standards for quality and accuracy of information established to allow country Parties to continue uploading information on SLM best practices | **Indicator 2.1**: Online facility in function | Available link to the internet information, print screens, printouts, posts reach | |
| | **Indicator 2.2**: New best practices uploaded in the system | | |
| | **Indicator 3.1** SLM best practices in the PRAIS/new WOCAT online facility can be accessed through the UNCCD knowledge management tools | | |
| **Op3**: Interoperability established and maintained between PRAIS and the UNCCD knowledge management tools | **Indicator 3.2:** UNCCD knowledge management tools promote and support access to the WOCAT online facility | | |
| | **Indicator 3.3**: Continuous exchange and coordination of approaches between UNCCD and WOCAT | | |

| | |
|---|---|
| **Activities** | For the University of Bern/CDE, to be implemented by WOCAT:<br><br>- Receive and categorize the data on best practices on SLM technologies, which is contained in the database of the UNCCD Performance Review and Assessment of Implementation System (PRAIS), and maintain this database;<br>- Establish an on-line facility to allow country Parties to continue uploading information on SLM best practices, including the setting of related standards for quality and accuracy of information;<br>- Make data and information on SLM best practices available, including through the UNCCD Scientific Knowledge Brokering Portal (SKBP) and ensuring interoperability with the UNCCD knowledge products;<br>- Facilitate the involvement of other interested organizations in the compilation and dissemination of information on SLM best practices; and<br>- Regularly inform the UNCCD secretariat on activities carried out.<br><br>For the UNCCD secretariat:<br><br>- Notify UNCCD Parties that WOCAT has been identified as primary recommended database of SLM best practices, invite them to submit such best practices to WOCAT, and promote the continuous identification and submission of SLM best practices;<br>- Transfer data and information on SLM best practices from the PRAIS to WOCAT;<br>- Facilitate cooperation between WOCAT and the partners of the SKBP in relation to compilation and dissemination of SLM best practices;<br>- Facilitate dissemination of information on SLM best practices complied by the WOCAT through the SKBP and/or any other knowledge-management and information-sharing platform that will be established by the secretariat; and<br>- Provide advice and assistance to WOCAT in the delivery of the services mentioned above.<br>- For monitoring of implementation, the agreement requires the establishment of a steering committee comprising representatives of the UNCCD secretariat, the University of Bern/CDE and WOCAT, which is to be convened by WOCAT at least once a year. |

## ANNEX 5. LIST OF INTERVIEWED PERSONS

| No. | Name | Institution |
|-----|------|-------------|
| 1. | Mr.  Rajeb Boulharouf, | Chief of Staff, UNCCD |
| 2. | Ms. Anja Thust | Secretary of the CRIC |
| 3. | Mr. Johns Muleso Kharika | Coordinator of the Science, Technology and Implementation unit, UNCCD |
| 4. | Jeroen van Dalen | Knowledge Management Officer, UNCCD |
| 5. | Barron Orr | Lead Scientist, UNCCD |
| 6. | Isabelle Providoli | Senior Research Scientist, WOCAT |
| 7. | Hanspeter Liniger | Director WOCAT<br><br>Centre for Development and Environment |
| 8. | Markus Giger | Co-Leader Sustainability Governance Cluster, CDE |
| 9. | Christina Blank | Swiss Development Cooperation |
| 10. | Stephen Muwaya | UNCCD focal point Uganda |
| 11. | Samuel Contreras | UNCCD STC Philippines |