

Realizing the *Satoyama* Vision in Project Landscapes

COMDEKS Inception Workshop Report



Workshop report prepared by Abigail Hart and EcoAgriculture Partners

Contents also recorded on the COMDEKS Inception website at:
www.comdeksproject.com

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Introduction and presentation of objectives

This workshop marks the inception of the UNDP project COMDEKS – Community Development and Knowledge Management for the *Satoyama* Initiative. Stemming from a unique partnership between the Ministry of the Environment of Japan (MOEJ), the Secretariat of the Convention on Biological Diversity (SCBD), United Nations University (UNU), and the United Nations Development Programme (UNDP) for the *Satoyama* Initiative, COMDEKS seeks to bring about community development, learning and knowledge sharing by making small grants to community organizations to help them maintain and manage more resilient socio-ecological production landscapes (SEPLs). In these landscapes, humans manage lands and coasts for a variety of purposes: food security, income, cultural amenities, risk reduction, etc., and the resulting mosaic reflects social and cultural values and norms. However, increasing threats to socio-ecological production landscapes from land degradation, biodiversity loss, climate change, population dynamics and shifting market demands are endangering the resilience of these landscapes and their ability to continue supporting optimal ecosystem function, human populations and traditional cultures and institutions. As a fundamental part of this project, COMDEKS will provide small grants to community organizations in the initial group of eleven countries to address these threats and use multi-stakeholder adaptive management to not only build resilience in the project landscapes, but generate and share valuable knowledge for scaling up the activities to maintain and rebuild SEPLs around the world.

The COMDEKS inception workshop brought together representatives of SGP Country Programmes from eight of the first eleven COMDEKS countries with the aim of accomplishing three broad objectives: 1) to become familiar with the concept of the *Satoyama* Initiative and integrated management of SEPLs, as well as the COMDEKS implementation strategy; 2) to gain technical knowledge and learn about tools and resources for operationalizing the concept of the *Satoyama* Initiative in COMDEKS project landscapes; 3) to share expectations and tools for knowledge management, build strategies for implementing COMDEKS in each of the participating countries, and establish action plans and guidelines for post-workshop collaboration and project implementation.

This workshop report documents the presentations and discussions during the workshop, outlines the next steps identified during action planning and identifies key resources for project implementation. It is designed as a resource not only for those present at the workshop but for those unable to attend as well as for the next round of national coordinators who will be responsible for implementing COMDEKS. Workshop documents and handouts are included as annexes and can also be found on the COMDEKS blog.

UNDP would like to thank the Japanese Ministry of the Environment, the United Nations University Institute of Advanced Studies and the Secretariat of the United Nations Convention on Biological Diversity for their support of COMDEKS. EcoAgriculture Partners collaborated in the planning and facilitation of the workshop and provided technical assistance for capacity development of National Coordinators through a specific grant.

Understanding the *Satoyama* Initiative and the Socio-Ecological Production Landscape (SEPL) approach

Satoyama is a Japanese term which denotes mountains, woodland, and grassland (yama), and surrounding villages (sato). It is intended to connote a landscape in which human activity occurs in harmony with nature. The *Satoyama* Initiative was recognized at COP10 of the UN Convention on Biological Diversity as a “useful tool to better understand and support human influenced natural environments for the benefit of biodiversity and human well-being”. The vision of the *Satoyama* Initiative is to realize societies in harmony with nature, comprising human communities where the maintenance and development socio-economic activities (including agriculture, forestry and fishery) align with natural processes. The approach towards its vision is three-fold:

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



The presentation made during this session highlighted the conceptual framework and development of the *Satoyama* Initiative, the current activities of the International Partnership for the *Satoyama* Initiative (IPSI) and the important role that COMDEKS will play in working directly with community organizations and generating knowledge for dissemination to other communities, agencies and actors for upscaling and adaptive management.

For the complete presentation, please click [here](#) to view the slides presented by Fumiko Nakao, UNU-IAS.

Integrating the SEPL approach into country programming

The world is faced with major developmental challenges. The UNDP Communities, Livelihoods and Markets Programme seeks to address the major economic, socio-cultural and environmental challenges as manifested at the community level. The GEF Small Grants Programme (SGP) contributes to global environmental benefits identified in the five GEF focal areas, and as well as to local development benefits described in the five priority areas that UNDP has defined for its Communities Action Programme (CAP).

For almost two decades, the GEF SGP has been successfully delivering small grants to communities through multi-stakeholder National Steering Committees (NSCs) which now support the grant selection and management cycle in more than 120 countries. COMDEKS will be executed through the GEF SGP as the most efficient delivery mechanism for funding projects, though this will require some support and adaptation in order to promote the management of socio-ecological production landscapes for resilience and for generating and sharing knowledge for learning and capacity development. Each SGP Country Programme will develop a strategic framework for a landscape they work in which will include the key issues, goals, indicators, stakeholders and desired impacts.



The unique partnership supporting COMDEKS between the Ministry of the Environment of Japan, the Secretariat of the Convention on Biological Diversity, United Nations University and UNDP will use the produced at the local level to contribute to the best practices and case studies produced by the *Satoyama* Initiative and its partners for knowledge generation and sharing at the global level.

For the complete presentation, please click [here](#) to view the slides presented by Fumiko Fukuoka.

Implementing COMDEKS, some practical considerations

UNDP has a unique ability to reach communities through its implementation of the Small Grants Programme. GEF SGP has proven itself to be a successful delivery mechanism for helping communities generate global environmental benefits. COMDEKS will provide opportunities to connect global environmental benefits with local inclusive and resilient development at the landscape level. Pioneering and testing the landscape approach to community development in accordance with the *Satoyama* Initiative approach for supporting resilient SEPLs will require everyone involved to:

- Develop a foundational understanding of what SEPLs are and how they can be managed for resilience in many different geographic, environmental and socio-cultural contexts.
- Understand how to use multi-stakeholder, multi-sectoral participatory management to effect change at the larger landscape scale, rather than the more traditional focus of community-level results and impacts.

Implementing COMDEKS depends on the trailblazing of the initial group of eleven National Coordinators and their National Steering Committees to successfully shift to a landscape focus at the country level and to support the process of participation and consensus building amongst stakeholders within the landscapes in which they choose to work. With success in the initial group of countries, lessons learned and knowledge can be disseminated throughout UNDP and the network of Country Offices and SGP Country Programmes.

For the complete presentation, please click [here](#) to view the slides presented by Nick Remple.





Realizing the vision, building a framework for managing SEPLs

Establishing a framework for understanding the competing demands on resources within a landscape and working toward a common vision for community and landscape level benefits is necessary for achieving multiple goals simultaneously. Ideally, SEPL management should improve production activities such as agriculture, forestry and fisheries, environmental conservation, livelihood security and institutional capacity, all of which contribute to overall landscape resilience.

Managing SEPLs through a landscape level framework provides an opportunity to understand the synergies and trade-offs present in activities across a landscape and realize benefits that are not easily measured or managed at the community level. Although managing production landscapes for multiple outcomes can be complex and expensive, it might be one of the only ways to address simultaneously the most urgent challenges facing rural communities. Integrated landscape management takes coordinated action on the part of many different stakeholders. These stakeholders help to define the boundaries of the landscape as well as the challenges to and opportunities for collaborative management, and work together to plan spatially the activities and investments that will promote environmental and socio-cultural resilience across the entire landscape.

Diverse landscapes require locally-adapted solutions to meet the needs of stakeholders and conserve the wealth of ecosystem services, biodiversity, cultures and knowledge found within SEPLs. Integrated landscape management meets the demands of many sectors while building the capacity of smallholders to manage their landscapes and share knowledge on effective strategies and structures for realizing the *Satoyama* Initiative's vision.

For the complete presentation, please click [here](#) to view the slides presented by Abigail Hart.

Reading a landscape, identifying landscape assets

Working with landscapes requires new skills and capacities that may be uncommon at the community scale. In many ways, learning about a landscape will mean understanding what the landscape – in the way it looks and the resources it holds – is telling you. The elements and assets of the landscape are like a text which we must learn to read if we want to manage it for certain outcomes.

Landscape elements and assets may be visible, such as the habitats, water, roads and fields that you might find in a production landscape. However, the invisible elements – the drivers and conditioners of landscape change and dynamics (e.g. culture, food security, markets, tenure systems, etc.) – are just as important to discern as we go about reading a landscape.

In the same way that landscape approaches manage for multiple goals, landscape assets can be clustered into four main categories: ecological and geographic assets (e.g. ecosystem services and plant genetic resources), production assets, livelihood assets and socio-cultural assets, including traditional knowledge, institutions and markets. Identifying assets in all of these categories is the first step to understanding the relationships in the landscape and beginning to create a common vision to build upon. Reading the landscape will introduce the main actors in the landscape, the resources that they manage and the reasons they manage as they do. Whether visible

or invisible, learning to read the assets, elements and actors in a landscape is the first step in understanding landscapes.

For the complete presentation, please click [here](#) to view the slides presented by Nick Remple.

Landscape stories, participant presentations on candidate landscapes

During this session, participants shared their thoughts about opportunities and challenges to work in candidate landscapes in



each of their countries. Many participants highlighted the defining geographical, environmental, socio-cultural and institutional characteristics, as well as the current work being done in the landscapes. The purpose of this session was to gather initial ideas and begin the process of understanding the difference between independent community-level projects and coordinated landscape-level activities.

Participants recognized many significant challenges to coordinating projects across a landscape, but also began to identify the opportunities for a larger impact through project synergies and broad, integrated co-financing. Key questions arose from this discussion which shaped the following sessions and the agenda for the second and third days.

Managing landscapes, an adaptive management approach

Managing landscapes is complex and rarely happens well without a well-designed approach. Similar to the participatory approach that the SGP has used for community level work, a landscape approach to management ought to involve key actors in the landscape and take into consideration the perspectives of all stakeholders.

One approach to managing SEPLs is a five step management cycle which describes the stages in collaborative adaptive landscape management. First it is important to establish **landscape understanding** which includes becoming familiar with the landscapes assets and actors as well as other information which is best gathered





in a baseline assessment. Next, stakeholders begin **landscape negotiation** which is the process of multi-stakeholder discussions in a variety of forums to recognize competing demands and begin clarifying common goals for the landscape. Once a common vision is established, key actors can work together at **landscape planning and design** in order to determine what changes should occur and to develop a strategy for implementing those changes. After a plan is in place, groups across the landscape begin coordinated **action and implementation** of activities that will address the agreed goals of landscape management. As activities progress, community members should be engaged in **measuring and evaluating landscapes** based on indicators developed during the planning stage and reporting on these indicators. The knowledge gained during this first cycle is shared with the communities to inform and adapt the vision for the landscape and plan the next round of management activities.

The adaptive management approach provides a structured method for establishing partnerships that build local capacity and share knowledge. While elements of the COMDEKS approach require landscape level guidance and implementation, it also recognizes that the foundation of SGP success has been local, community level innovation. This approach taps into the expertise available in multi-stakeholder forums to address the full spectrum of needs within a landscape. It links together landscape level processes which build local capacity and allow knowledge sharing at all levels.

For the complete presentation, please click [here](#) to view the slides presented by Abigail Hart.

Capturing resilience in SEPLs

The *Satoyama* Initiative promotes and supports socio-ecological production landscapes (SEPLs), which have been shaped over the years by the interaction between people with nature. The Initiative aims to realize societies in harmony with nature where biodiversity, ecosystem services and human well-being are sustained. The *Satoyama* Initiative intends to improve the ability of communities to cope with the challenges, i.e. to achieve a maximum level of resiliency of socio-ecological landscapes. However, accounting for each of the dimensions of a landscape which together describe resiliency can be difficult. The *Satoyama* Initiative's approach is to work with communities to understand well-being beyond the economic use of resources and income by capturing resiliency along multiple dimensions including resource sovereignty and the capacity of communities to maintain the productivity and build the resiliency of their landscapes.

The *Satoyama* Initiative's approach employs different tools for managing the different ecosystem functions and engaging the socio-cultural groups found in SEPLs. The use of participatory processes for analysis and discussion among stakeholders is particularly important for tapping into traditional sources of knowledge and understanding management practices. UNU-IAS, along with Bioversity International, has developed a set of indicators which will be supplied to practitioners to help measure and understand the resilience of their landscape. The indicators are designed to be flexible and allow the communities to determine the most appropriate means of measure



for their context, as well as the benchmarks for progress towards resilience. The indicators use scores and trends to measure not only the current state of a given indicator but the perceived change in that indicator over a period of time.

The preliminary set of indicators is divided into indicators for community resilience and ecosystem resilience. The set is meant to be used as a unit for aiding communities in measuring their capacity to manage, to innovate and adapt, and to measure the impact of biocultural community management practices and institutions on the ecology and ecosystem services provided in the landscape. They also



serve to identify drivers of change and patterns of change that maintain community well-being, as well as to supply a foundation for communities to understand the resilience of their landscape compared to other SEPLs.

COMDEKS supports on-the-ground activities while distilling knowledge that can be replicated in other SEPLs and used to inform policymakers at national and global scales. The use of these indicators provides communities with a powerful voice for sharing their experience in regard to resilience and allows them to fine tune the indicators for further application around the world. Click [here](#) to see the slides presented by Fumiko Nakao.

Exploring tools for landscape assessment

While the NSCs and National Coordinators are familiar with a wide range of tools for participatory assessment and community activities, it will be helpful to review tools that are particularly relevant for working at landscape scales. An important aspect of all of these tools is that they are designed to be used by community members to track change across a landscape. There are tools which can be implemented at every stage of the adaptive management cycle that was discussed earlier in the workshop, from collecting a set of baseline data and negotiating the initial demands on the landscape to developing a design and monitoring the change in the landscape. Understanding the tools to be used also allows community members to make sure that they will be gathering all the information they want on their landscape and to build a knowledge management system that is designed to collect, store, analyze and share the knowledge they have obtained throughout the course of the project.

This presentation briefly highlights five tools, with links to resources which recommend many other tools for landscape management.

The first of the tools is the “Twenty Questions Scorecard” developed by EcoAgriculture Partners and other collaborators. Similar to the SEPL indicators, stakeholders score how



their landscape is performing on twenty criteria. The criteria measure landscape performance on four goals: agricultural production, ecosystem conservation, livelihood security and institutional performance and capacity.

The second tool is participatory mapping, which should happen at a larger scale for landscape projects. Developing the capacity for spatial understanding is critical for effective landscape management. It can be helpful to set the scale of the map for participants so that they are forced to consider land use objectives and challenges beyond the bounds of their immediate communities. It may also be helpful to separate stakeholders into groups based on their perspective of the land (e.g. farmers, private sector, government, etc.) so that there are maps that reflect each perspective. It is likely that if mapping groups

are mixed that only the dominant perspective will be represented on the map. After stakeholders are able to see how others use the land it might be easier to identify common goals for improving landscape performance and resilience and negotiate a collective vision to pursue.

The third tool is an assets and incomes portfolio that accounts for not only the economic assets and income that flow through the landscape, but the assets and incomes based on natural and social capitals as well. While it may be difficult to place monetary values on many of the assets, it can be helpful for encouraging community members to view other types of assets linked to and alongside economic assets.

Institutional mapping is another tool that can be used to help stakeholders visualize which actors are already involved in landscape planning and management and which uninvolved actors must be brought in to ensure effective management. It also allows participants to depict the actors involved in each sector and their relationship to one another. Understanding the institutional environment is key for entering the process of negotiating goals for a landscape.

The last tool is ground-based photo monitoring (GBPM) or repeat photography. With GBPM, community members can use simple and accessible technologies to track change in their landscape over time. It also provides an opportunity to practice data storage and retrieval as each photo must be documented correctly to be used for future comparisons. GBPM can be combined with GPS to enhance



visualization of landscape characteristics, habitats, resources and institutional assets.

These are only a few of the tools available for integrated landscape management. Other tools, along with step-by-step guidance on using participatory methods to measure landscape change can be found at the Landscape Measures Resource Center. Click [here](#) to see the slides presented by Abigail Hart.

Reviewing the SEPL indicators

A full session was devoted to reviewing the set of indicators developed by UNU-IAS and Bioversity International. The aim was

to discuss and analyze the indicators, and help refine them where needed, into a practical, easily implemented set that could accurately reflect the state of the landscape, the threats it faces and the drivers of change in the landscape. Participants discussed the relevance of each indicator and its underlying assumptions for their particular context. They also provided comments on access to the information required by the indicators and the ability of community members to understand and accurately score their landscapes.

The discussion on the indicators will be on-going as the first round of COMDEKS projects begins pioneering the indicator set. National Coordinators have provided feedback on how the indicators could be used and applied in their projects and how the resulting knowledge

might be shared with stakeholders in the landscapes communities, the COMDEKS programme and *Satoyama*. Both discussion groups provided copies of their comments for further review. Click [here](#) to see the questions which guided the discussion.

Developing a landscape strategy

Developing a strategy for managing SEPLs involves thinking through **what** you would need to do, **with whom**, **when** and the **capacities** and **resources** that would be required to do it. The “what” corresponds to the actions or key steps in initiating a landscape management process:

1. define the landscape
2. identify key stakeholders
3. form a core team
4. characterize landscape issues and assets
5. engage leaders and stakeholders in baseline assessment
6. adapt tools to establish a baseline
7. share findings
8. foster agreement on entry points and priorities for change

The other questions of with whom, where and when will define how the actions will be implemented in the landscape strategy. Who are the leaders, core actors, partners and collaborators? Where is the geographical focus of the activities and what are the bounds? When are the activities initiated and when are they expected to be complete? What additional expertise, information or funding is necessary to start and maintain a coordinated set of activities across



the landscape?

The rest of this session is devoted to developing a draft landscape strategy as a way of beginning to think through these questions. Ideally these strategies are developed in multi-stakeholder forums with representatives from all of the key sectors (e.g. public, civic and private) and levels of involvement (e.g. local, district and regional). Click [here](#) for the slides on developing a strategy as well as the slides guiding the individual strategy development exercise.

Outlining a strategy for individual landscapes

Participants spent this session developing hypothetical strategies for coordinating projects in the candidate landscapes they presented at the beginning of the workshop. Participants were asked to identify 1-3 main challenges to sustainable, resilient development that could be addressed through an integrated landscape management approach. Based on the primary challenges they set goals for the landscape, both ones that could be met in a single project and long-term goals to pursue over the long-term across the entire landscape. Next, they suggested indicators that could measure progress toward the goals, as well as potential means of measure for these indicators. Finally, they were asked to outline the desired impacts the activities would have on ecosystems, local livelihoods, production, institutional structures and community capacity to acquire and manage knowledge about their landscapes.

Using the questions from the previous presentation, participants were asked to describe who the primary actors and stakeholders would be, what resources and capacities they would need to complete each step from selecting the landscape to bringing about the desired impacts, and how they would coordinate activities to achieve synergies and maximize impact across the landscape. Presentations of individual landscape strategies were made on the last day of the workshop. This activity was particularly useful for clarifying what information and guidance would be needed before the National Coordinators



could begin selecting landscapes and developing the final landscape strategies.

Common themes and gaps in understanding in landscape strategies

In order to wrap up strategy development and prepare for continued conversations on knowledge management and action planning for the near future, Nick Remple and Abigail Hart facilitated a discussion



on the common themes emerging over the three days of the workshop. These included:

- a clearer understanding of the size and extent of landscapes to be selected;
- challenges related to land and biodiversity degradation as well as the importance of supporting livelihoods (concerns aligned with the GEF focal areas);
- a focus on building the capacity of community organizations and local institutions;
- a commitment to multi-stakeholder forums and consensus building;
- the integration of conservation, production, livelihood and institutional goals for landscape development.

Much progress had been made on establishing a strong understanding of landscape management concepts. However, certain gaps in understanding were identified which need to be addressed for COMDEKS to be effectively implemented, including:

- a lack in common understanding of which indicators should be used and if separate sets of indicators would be used at the project and landscape levels;
- a clear decision on the cap for grant amounts;
- a structure for the country operating budget that would clarify where funds could be allotted for baseline assessments and facilitation of landscape level coordination activities;
- a format for the country operating strategies that would guide goal development and project selection.

Generating, communicating and applying knowledge from project landscapes

Since knowledge management is a primary component of COMDEKS, it is important to agree on what types of knowledge are most beneficial at each level – landscape, country programme, national and global – as well as plan for involving local stakeholders in generating and communicating knowledge about their landscapes that increases the voice of marginalized groups and enhances community capacity to manage landscapes.

There are many tools and resources available from Participatory Rural Appraisal (PRA) techniques, to policy brief and case study development. However, each country needs to shape their knowledge management plan not only with the needs of the local communities in mind, but with their direct input into what knowledge they want about their landscape and what skills and capacities they need to collect and share that knowledge. Also, it is important that landscape level knowledge management activities are aligned with the broader knowledge management needs of UNDP, GEF-SGP and IPSI, so that the knowledge generated by the experiences of these first pioneer COMDEKS landscapes can contribute to implementation and replication of integrated and participatory landscape management approaches in other SEPLs.

The Terms of Reference of the COMDEKS Project Coordinator include



full support to this process and to the development of country programme capacities in this regard. [Click here](#) to see the brief set of slides presented by Abigail Hart. Following the presentation, participants engaged in a facilitated discussion about the most effective means of generating and communicating knowledge at the landscape, country and global levels as well as the most successful knowledge products that they have developed for other SGP projects.

From inception to implementation, individual action plans

The final sessions of the workshop were dedicated to a working session for developing action plans as well as a presentation session for sharing and compiling action plans into a shared action agenda for the following months. All of the participants including the co-organizers drafted a timeline of action describing what steps they would take between the end of the workshop and the implementation of the first COMDEKS projects.

The action plans revealed that National Coordinators will use a range of strategies to solicit proposals and select projects. Each country also had a unique approach to managing and coordinating activities at the landscape level. When action plans were compiled, gaps in responsibility could be easily identified and delegated to the correct party. By the end of the session participants were able to see where specific guidance and formal documentation would be needed from UNDP staff and which steps they would be responsible for taking in their countries.

The timelines included key milestones for National Coordinators such as introducing COMDEKS to their respective National Steering Committees, selecting a landscape, launching COMDEKS in country and making the call for proposals, organizing inception workshops for grant recipients and establishing landscape advisory working groups. Commitments were also made by UNDP and EcoAgriculture Partners to provide specific guidelines on landscape selection and

strategy development, guidance on baseline assessment design and implementation, development of a knowledge management system as well as regular continued support and access to tools and resources on SEPL and knowledge management.

Additional resources

For a more complete list of resources and tools available for SEPL management, please visit the [COMDEKS Project](#) website background resources page. Photos of the workshop are also available in the online [photo gallery](#).

Annex 1. Action points agreed

Week beginning:	Global	Brazil	Turkey	Ethiopia	Ghana	Cambodia	Malawi	India
9/26/2011	1. Explain the role of the project manager to the NCs 2. Compile comments on indicators for Fumiko Nakao (Isabel & Vivek)						Review and compile workshop action points, compile COMDEKS briefing notes for initial stakeholder briefing	1. Make presentation and circulate to all NSC members, including NHI and UNDP of what is the way forward.
10/3/2011	1. Guidance on administration, budget amounts, allocation				Brief NSC, GEF-OPF and UNDP Env't. Desk on the outcome of COMDEK workshop			
10/10/2011	1. Have conversation with Fumiko about the expectations and the requirements for using the indicators 2. Guidelines for the baseline assessment and how it can be funded, including the operational aspect 3. Knowledge management activities program (webinars, web meetings, etc.) 4. Format for strategies	Present what was debated in Ghana to ISPN; Define candidate landscapes (ISPN); NSC meeting to present the whole concept of the Satoyama and also the candidate sites and select the landscape(s)			Form Project Planning Team for SI and update them on the SI concepts	NSC meeting to introduce landscape approach and identify potential landscape for Satoyama Initiative - Result of COMDEKS workshop (need guidance from CPMT)		

Week beginning:	Global	Brazil	Turkey	Ethiopia	Ghana	Cambodia	Malawi	India
10/17/2011		Define the approach - will we support several grant projects to build a landscape effect, or will we support a central project						Agree on the geographic area and approach with GOI at National/State level. Visit to area by the NC
10/24/2011		Need CPMT's feedback on standard templates			Conduct reconnaissance survey to define the scope of the landscape areas		Examine 2 landscape scenarios - a literature review; Conduct a preliminary field assessment of the two candidate landscapes; Consultation with key stakeholders in conservation	
10/31/2011	1. Hiring of a project manager							
11/7/2011						Individual meeting with key stakeholders such as Provincial Gov't, Key NGLs and Development partners to mobilize support and collection available information		

Week beginning:	Global	Brazil	Turkey	Ethiopia	Ghana	Cambodia	Malawi	India
11/14/2011	1. Earliest date that we will have refined indicators from Fumiko				Conduct initial stakeholder consultation at the project area to define the ecosystems and the threats	Organize stakeholder workshop around selecting landscape for their inputs and support - identify key issues and appropriate intervention - at least 30-40 participants are expected	Conduct NSC briefing on COMDEKS and final selection of a landscape; Conduct briefing for community level stakeholders	
11/21/2011						Landscape level call for project proposal		
11/28/2011						Provide support to LNGOs/CBOs in designing project proposal, identify baseline data and indicators (planning grants are useful for NGO or CBO to hire a consultant to help them		Develop a strategy paper/ presentation on the Satoyama Initiative India program. Have in place the agreement through UNOPS with NHI (India) on the Satoyama Initiative for COB and also the general TORs. Send the COB and also the general and agree all the procedural issues. Have the templates for proposals, monitoring it in hand.

Week beginning:	Global	Brazil	Turkey	Ethiopia	Ghana	Cambodia	Malawi	India
12/5/2011		Visit the area and identify the local and regional stakeholders						
12/12/2011		Contact them and present the Satoyama Ini. And the idea of the call for proposals			Formulate strategic document to guide intervention			
12/19/2011					Get NSC to approve the strategic document		Announce a landscape level call for proposals	Inception workshop on the program, its objectives, outcomes and agree the local operational procedures. (based on SGP guidelines)
12/26/2011					Organize pre-inception workshop for NGOs and CBOs operating in the area.			
1/2/2012		Organize a local workshop with communities and stakeholders to share about the whole idea						
1/9/2012		Elaborate and publicize a call for proposals				NSC meeting to review and approve project proposal		

Week beginning:	Global	Brazil	Turkey	Ethiopia	Ghana	Cambodia	Malawi	India
1/16/2012								Workshop to assess the proposals, hand-holding as required for the SI for the NGOs
1/23/2012						Prepare and sign grants agreement and MOA		
1/30/2012								
2/6/2012								
2/13/2012								
2/20/2012								Approve the project for SI in a landscape
2/27/2012								
3/5/2012								



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