

GEF

Global Environment Facility

MOHAMED T. EL-ASHRY
CHIEF EXECUTIVE OFFICER
AND CHAIRMAN

March 3, 1999

Dear Council Member:

UNDP and UNEP, as the Implementing Agencies for the project entitled, *Global: Biodiversity Planning Support Programme*, have submitted the attached proposed project document for CEO endorsement prior to final approval of the project document in accordance with UNDP and UNEP procedures.

Over the next four weeks, the Secretariat will be reviewing the project document to ascertain that it is consistent with the proposal included in the work program approved by the Council in July 1998, and with GEF policies and procedures. The Secretariat will also ascertain whether the proposed level of GEF financing is appropriate in light of the project's objectives.

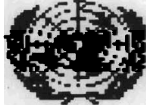
If by March 31, 1999, I have not received requests from at least four Council Members to have the proposed project reviewed at a Council meeting because in the Member's view the project is not consistent with the Instrument or GEF policies and procedures, I will complete the Secretariat's assessment with a view to endorsing the proposed project document.

Sincerely,

Attachment:

Global: Biodiversity Planning Support Programme

cc: Alternates, Implementing Agencies, STAP



United Nations Development Programme
GLOBAL ENVIRONMENT FACILITY (GEF)



19 February 1999

Dear Mr. El-Ashry,

Subject: GLO/97/G32/B/1G/32 – Biodiversity Planning Support Programme

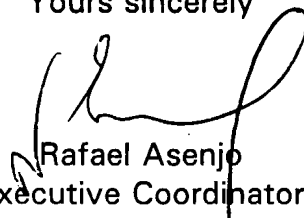
I am pleased to enclose the project document entitled: ***GLO/98/G32/C/1G/31 – Biodiversity Planning Support Programme*** which was approved by the GEF Executive Council in July 1998.

Also enclosed are responses to written comments received from Council members replying to questions received, providing clarifications, and indicating how recommendations have been taken into account in preparing the revised project document.

As per paragraph 29 and 30 of the GEF Project Cycle, we are submitting this project to you for circulation to the Executive Council Members for comments and, subsequently, for your final endorsement.

Thank you in advance for expediting the review and approval of this project.

Yours sincerely


Rafael Asenjo
Executive Coordinator

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Response to Issues Raised by GEF Council Members

1) Workshops

Comment:

- i. *What were the results of the PDF-funded workshops?* -- Mr. Philippe Roch, Council Member from Switzerland

Response:

While an enormous list of issues and problems were raised at the workshops, these were grouped into five main categories. Interestingly all three workshops, the questionnaire's, and the more recent workshop held in the Arab states, came to approximately the same conclusions when it came to identifying problems with the biodiversity planning process:

- lack of clarity with respect to the BSAP process, its components, and the expected outcomes.
- insufficient expertise and experience in the biodiversity planning process
- inadequacy of existing information both on specific biodiversity issues and on biodiversity planning
- difficulties in achieving agreement between different national institutions on biodiversity issues
- insufficient political support for both the BSAP process and biodiversity issues in general

The reports on the regional consultations conducted in Africa, Latin America and the Caribbean, Europe, Arab States are available upon request. Other documents (e.g. questionnaire responses) are also available if any additional information is required on this issue.

- ii. *The project brief is perhaps overly ambitious in the scheduling of workshops. There is a concern that the project does not allow enough time to do a quality job of organizing 24 workshops.* --Mr. Philippe Roch, Council Member from Switzerland

Response:

The project is designed to deliver 24 quality workshops over a two year time period. Completing project activities in two years will be challenging, but it is now that the countries need this support. It is possible that completion of some of the materials relating to lessons learned may extend beyond the two- year time period, but this will be done within the existing project budget.

The potential for delay was considered and minimized by the division of labor between three different agencies according to the comparative advantage of each. UNEP will be responsible for the delivery of the 8 thematic workshops and the four sub-regional workshops in Africa. UNDP, with the support of its extensive field office network, will manage the delivery of the other 12 regional workshops and UNOPS will be responsible for providing administrative and logistical support world-wide. In addition, the actual delivery of the workshops will be

02/03/99

sub-contracted to national or regional institutions and no sub-contracted institution will deliver more than three workshops.

Secondly, some of the regional institutions are already identified and agreed by all parties (e.g. IUCN for the Arab States), and in other cases the choice is already narrowed down to one or two. Delays in contracting are possible, but we do not anticipate major problems. With respect to regional experts, so far we have seen very high levels of individual commitment and provided proper forward planning is carried out we anticipate no major difficulties.

And finally, the project has learned from UNITAR's experiences with the first phase of CC:TRAIN and understands how to avoid these to accelerate the process for the development of training packages.

2) Administrative costs

Comment:

i. Make the administrative costs of the IA's and the Agencies plainly apparent. -- Mr. Philippe Roch, Council Member from Switzerland

Response:

The administrative costs of the GEF Implementing Agencies are incorporated into the GEF corporate budget. They do not appear in project documentation and are not charged to project budgets. Standardized cost estimates have been worked out for these and are clearly shown in the corporate budget. The direct costs of IA staff time (task managers) attributed to the management of any particular project are recorded on time sheets maintained by IA staff and these are used in calculating the corporate administrative budget. The costs associated with project delivery – administrative fees charged by the Executing Agencies -- are shown on the front page of the Project Brief and are calculated at \$229,600 chargeable to the GEF component of the project.

3) Staff positions

Comment:

The use of the term "staff positions" in the project brief is confusing. -- Mr. Philippe Roch, Council Member from Switzerland

Response:

The UNEP and UNDP project coordinators are project positions and staff will be hired for the duration of the project only. These are not agency staff. UNEP and UNDP will split the cost of their respective project coordinators (50-50) with GEF.

4) Country specific and problem-oriented

Comments:

02/03/99

i. Does the current project strategy and coordination structure really allow for the kind of country-specific, problem-oriented approach that is necessary to reach the project's objectives? -- Mr. Philippe Roch, Council Member from Switzerland

ii. Why is the project's approach more preferable to a more demand-oriented approach?
-- Mr. Philippe Roch, Council Member from Switzerland

iii. Is this project perhaps too top-down and wouldn't it have difficulty delivering cost-effective, relevant products that would be really useful to countries developing national biodiversity strategies and action plans? -- Mr. David Johansson, Council Member from Finland.

Response:

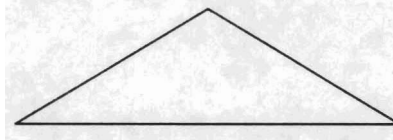
This project is designed to enable country teams – acting alone or as part of a sub-region – to get answers to their country-specific questions and to develop solutions to their country-specific problems. The project was developed as a result of country demands for support. The project has been designed around specific “problem” issues related to biodiversity planning that countries themselves identified during the project development period.

More specifically, through its decentralised regional approach to project implementation, the project will be problem-oriented and country-driven by:

- ⇒ building the capacity of national and regional institutions to develop answers, cross-communicate, and find information;
- ⇒ building the capacity of national clearinghouse mechanism nodes to provide practical, useful information at the country level;
- ⇒ facilitating inter and intra-regional learning among countries;
- ⇒ developing training materials (based upon problem issues identified by countries) to enable country teams to build their capacity and develop better, more comprehensive national biodiversity strategies and action plans;
- ⇒ developing an information exchange framework at the national, regional and global levels on the world-wide web to enable countries, long after the project is finished, to continue accessing country specific, problem-oriented assistance on demand;
- ⇒ enabling regional and sub-regional institutions to be responsible for disseminating information important to their regions and to be responsible for responding to individual country requests for information and technical support services (where these differ from the support already provided by the Implementing Agencies);
- ⇒ being flexible to stakeholder input, with several “entry points” where additional country requests/ demands can be integrated and easily accommodated;

- ⇒ ensuring that the vast bulk of project activity and input will occur and be given at the national/country level and at the regional level. The “global” level of activity undertaken by the project – two project coordinators – is quite small.

Global level facilitation...



National and sub-regional level ideas, requests

- ⇒ designing training materials to help decision makers at various levels of government deal effectively and pragmatically with difficult, often ambiguous and/or obtuse issues. The materials will be user-friendly, simple “how-to” guidelines that are intelligently developed through a process where countries themselves have direct input into what sort of help they need and what they do not need.
- ⇒ ensuring a double-loop learning process is engendered between the UNDP/UNEP National Communication Support Programme and this project;

Note: Essentially, the project will establish a mechanism able to respond directly to individual and country technical demands.

5) Synergies between CHM nodes and the Project

Comment:

How is it possible to develop some synergies between the countries with CHM nodes under development and the work of this project at the information gathering and dissemination level?

-- Mr. Charles Parker, Council Alternate Member, Canada

Response:

The project will utilize national CHM nodes as the primary receiving and dissemination point for information collection and exchange activities at the national level. In building regional and international information exchange networks, the project will also enable national CHM nodes to build regional and global networks of contacts. Where CHM nodes do not yet exist the project, through regional and sub-regional communications, will encourage and facilitate the establishment of national CHM nodes. Thus the project will directly strengthen the capacities of national CHM nodes.

UNITED NATIONS DEVELOPMENT PROGRAMME
AND
UNITED NATIONS ENVIRONMENT PROGRAMME
PROJECT DOCUMENT¹

Project Title: Biodiversity Planning Support Programme

Country: Global
Project Number: GLO/98/G32/C/1G/31
ACC/UNDP Sector: 200/201 Environment
GEF Focal Area: Biodiversity:
 Enabling Activities
Executing Agency: UNOPS
Project Duration: 2 years
Start Date: 1 March 1999
Prior Assistance: \$334,800 (GEF Block B)

<i>Project Financing:</i>		
	UNDP	UNEP
GEF PDF-B	US\$334,800	
GEF Full	1,763,100	US\$1,336,500
UNDP/UNEP	200,000	200,000
Other Donors:	400,000	
Subtotals:	US\$2,697,900	US\$1,536,500
GRAND TOTAL:	US\$4,234,400	

Project Summary: This project will strengthen the capacity of parties to the Convention on Biological Diversity to prepare and implement National Biodiversity Strategies and Action Plans (NBSAP's) in response to Article 6 of the Convention. This project will draw on the full range of national and global experience to develop and provide the information, tools, training, and communication needed to develop and implement comprehensive, and timely NBSAP's, and to ensure a smooth transition between the development and implementation stages. Activities include the development of information services, preparation of technical and advisory materials, training, and enhancing horizontal exchange and co-operation among Parties. Information exchange mechanisms established will foreshadow, and be maintained in the long term by, the activities of the Clearing House Mechanism (CHM).

Approved on behalf of:

UNOPS

Date: _____

UNEP

Date: _____

United Nations Development Programme

Date: _____

¹Joint Project of the two GEF Implementing Agencies, UNDP and UNEP

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Acronyms:

ACTS:	African Center for Technology
BCIS:	Biodiversity Conservation Information Service
CHM:	Clearing-house Mechanism
CBD:	Convention on Biological Diversity
CoP	Conference of the Parties (to the Convention on Biological Diversity)
EA:	Enabling Activity
GEF:	Global Environment Facility
IAs:	Implementing Agencies
IIED:	International Institute for Environment and Development
INBIO:	Instituto Nacional Biodiversidad
NBSAP:	National Biodiversity Strategy and Action Plan
PDF:	Project Development Facility
POC:	Project Oversight Committee
SBSTTA:	Subsidiary Body for Scientific, Technical and Technological Advice
TNC:	The Nature Conservancy
UNDP:	United Nations Development Programme
UNEP:	United Nations Environment Programme
UNITAR:	United Nations Institute for Training and Research
USAID:	United States Agency for International Development
WCI:	Wildlife Conservation International
WWF:	World Wildlife Fund
WCMC:	World Conservation Monitoring Centre
WB:	World Bank
WRI:	World Resources Institute

Background and Context

1. Countries that have ratified the Convention on Biological Diversity (CBD) have an obligation to prepare or adapt existing national biodiversity strategies and action plans (NBSAPs) which address biodiversity conservation and sustainable use, and to integrate as far as possible and as appropriate the conservation and sustainable use of biological diversity into relevant sectoral or cross-sectoral plans, programmes and policies (Article 6). Article 6 is particularly important as it provides the substantive foundation for most of the other Articles of the Convention, and in particular Article 10 (a) which requires parties to integrate biodiversity considerations into national decision making.

2. Decisions II/6 and II/7 of the CoP requested GEF to facilitate the urgent implementation of Article 6 and emphasized the importance of capacity building and exchange of experiences between countries to assist Parties in implementing Articles 6 and 8 in a timely and effective manner. In its most recent guidance, the CoP in decision IV/13 requests the GEF to provide adequate and timely support to Parties for capacity building in a number of areas related to biodiversity planning such as: (i) develop and implement national, sectoral and cross-sectoral plans for the conservation and sustainable use of biodiversity in inland water ecosystems (IV/13.3); (ii) establish and strengthen biodiversity information systems (IV/13.5/b); (iii) preparation of national reports (IV/13.6); (iv) design of approaches relevant to the implementation of incentive measures (IV/13.7); assessments of current legislative, administrative and policy measures on access to genetic resources and benefit sharing (IV/13.8/b).

3. GEF has supported the implementation of Article 6 through a specifically designed funding window entitled "Enabling Activities in Biodiversity." This window specifies criteria to support the preparation of NBSAPs, National Reports, and the Clearinghouse Mechanism. By April 1998 over 100 Biodiversity Enabling Activities project proposals had been approved and \$17m allocated by GEF. UNDP has signed projects with 62 governments; UNEP with 27 governments and the World Bank with 10 governments. Projects are at different stages of implementation. A recent survey reveals the following picture: forty-three (43) are finalising the project brief or are in the very early stages of implementation; thirty-nine (39) are under implementation. Only sixteen (16) have completed their NBSAPs. Thirteen (13) countries have yet to prepare and submit a proposal to one of the IAs for funding of EA projects. Thus the process of preparing NBSAPs and reporting on countries achievements under Article 6 is expected to continue for at least another two years (See Annex 5).

4. Many countries are having difficulties effectively implementing the multi-sectoral planning approach called for by the CBD and required under the EA criteria. The need for capacity building for developing NBSAPs was emphasized at meetings between the Secretariats of the CBD and the GEF in 1996 and 1997. In April 1996 the GEF Council recommended the development of inter-country training and best practice workshops at regional or global levels and methodological support for enabling activities. In response the GEF released PDF Block B funds to assess the needs and prepare this BSAP Support Programme. The PDF-B solicited the feedback of 75 countries that either participated in one of three regional workshops (two funded through the Block B and one organized by the United Kingdom Government) and/or responded to a questionnaire sent to over 100 countries preparing NBSAP's¹ in order to precisely define the problem and determine and agree appropriate solutions. In addition extensive consultations were held with representatives at the SBSTTA (September 1997); the CBD Secretariat; IUCN HQ and regions ROSA, EARO, SUR, US (Washington); WCMC; WRI; ACTS (Nairobi); Bionet (Washington); staff of all three GEF Implementing Agencies (UNDP, UNEP and the World Bank); and staff of the GEF Secretariat. The lessons learned from a synthesis of the first National Reports undertaken by the CBD Secretariat (UNEP/CBD/COP/4/11 of 2 April 1998) were also taken into account. Decision IV/14 of the CoP notes the difficulty experienced by Parties in preparing national reports and

¹ Reports from these workshops and questionnaire response sheets are available from UNDP-GEF upon request.

requests the SBSTTA to provide the fifth CoP with advice on the intervals and form of future national reports. In its decision, the CoP further requests the GEF “to continue providing financial assistance for the preparation of national reports, having regard to the constraints and needs identified by the Parties in their first national reports”. This project will closely follow SBSTTA deliberations regarding national reports and will contribute towards GEF’s follow-up to decision IV/14.

5. Prior to determining the activities of this project, the PDF-B undertook a review of ongoing activities relevant to NBSAPs issue through consultations with national, regional and international institutions. The activities of this project have been formulated to complement ongoing initiatives. A variety of biodiversity support projects have been implemented at the national and international level. GEF Implementing Agencies (UNDP, UNEP, WB) provide direct technical support to Biodiversity Enabling Activity projects under their supervision. Begun in 1997, IUCN’s project entitled “Supporting Global Action to Conserve Biodiversity and Sustainably Use Biodiversity Resources: Phase II” is designed to assist countries with overall implementation of the CBD. The Biodiversity Support Program supported by USAID and implemented by WWF/TNC/WCI assists countries in Latin America and other priority regions in setting biodiversity conservation priorities. UNEP and IUCN are coordinating Action Theme 0.2 of the Pan-European Biological and Landscape Diversity Strategy across Europe.

6. Broader biodiversity conservation capacity building initiatives such as the publishing of reference materials have been implemented at both the global and regional levels by IUCN, UNEP, World Resources Institute, WWF, World Conservation Monitoring Center, International Institute for Environment and Development (IIED), Biodiversity Conservation Information System (BCIS), UNEP Biodiversity Data Management (BDM) Project, Inter-American Biodiversity Information Network (IABIN), African Centre for Technological Studies (ACT), Instituto Nacional Biodiversidad (INBIO), Strategic Initiative for Oceans and Coastal Management (SIOCAM) and other NGO’s. Models of computer based information systems have been developed by BCIS, the Sustainable Development Networks Programme and BIONET.

7. The technical support provided by the GEF Implementing Agencies (UNDP, UNEP, WB) includes: the dissemination of materials, information and samples; identification and provision of technical expertise; responding to queries and providing referrals to additional sources; providing direct consultation, coaching, and technical support visits; organizing orientation workshops; and providing general administrative support. In addition they have recently established a global list server and developed supplementary guidelines to address commonly asked questions.

8. However, despite this wide range of support activities a clearly define-able problem remains. The stakeholder consultations, workshops, and questionnaire, a recent analysis undertaken by the CBD Secretariat (UNEP/CBD/COP/4/11), and the COP regional preparatory meetings, identify the following key problems related to the biodiversity planning process: existing information, materials and guidelines on biodiversity and biodiversity planning are inadequate; there is a scarcity of appropriate expertise and experience; and methodologies for dealing with the new, complex and multi-sectoral nature of biodiversity planning are lacking. In addition, country stakeholders in particular point to a general lack of awareness, knowledge and understanding of what biodiversity is and its importance. This in turn undermines the political support required for an effective BSAP process and makes it difficult to integrate biodiversity issues into other sectoral planning and management activities. Further details of these problems will emerge from a planned evaluation of enabling activities in biodiversity by the GEF Secretariat. The activities of this project will provide input into the planned evaluation and will also benefit directly from its results. The two activities will be closely coordinated.

Rationale and Objectives

9. Biodiversity conservation and sustainable-use planning is a relatively new concept which requires an

integrated approach and the development of new institutional arrangements for the preparation of strategies and the implementation of plans. During the Block B consultation process, countries expressed concerns and defined the problems they are having with the BSAP process in many different ways. In summary, the national biodiversity planning process to date is viewed as being weaker than it should be in terms of developing and implementing strong, multi-sectoral NBSAPs in accordance with obligations under Article 6. Countries have also indicated the need for more assistance from the GEF in certain areas. The planned evaluation of biodiversity enabling activities will assess these needs and identify possibilities for additional financial support to Parties.

10. A number of countries feel that the information, materials and guidelines available are not specific enough in terms of describing how to develop comprehensive strategies and action plans, or in explaining how to synthesize biodiversity information into a usable form for biodiversity planners. They suggest, for example, that the 1995 WRI/UNEP/IUCN Guidelines explain what to do but not how to do it. They set forward the broad sequence of steps in the process (i.e. getting organized, assessment, developing the strategy), but they give insufficient guidance on how to carry out these steps. While most countries are able to effectively gather information on biological resources (where experience tends to be higher), methodological guidance is critical for weaker areas like assessment of socio-economic issues, measurement of value, how to analyze biodiversity information, and emerging issues like biosafety.

11. While most enabling activity projects include funds for provision of an international consultancy to give a familiarization workshop, there is both a shortage of experienced consultants and no agreed way of approaching the activities. Further, the use of international and regional consultancies tends to result in comparative experience, which is the basis for the development of expertise, being locked up in a small number of individuals and not being widely available or disseminated. Most countries express a strong desire both to see and learn from what other countries have done, and to share with other countries their own experiences and lessons learned. The latter is particularly true for countries that have already completed their BSAP's who want a mechanism which will enable them to share their own experiences and expertise with countries that are only just beginning the process. Further, they feel that by contributing to a lessons learned effort they will get valuable feedback on their own efforts to translate their action plans into activities as well as preparing themselves for their next round of planning. The project is designed to utilize this national experience to the full by placing a strong emphasis on development and delivery of information, materials and workshops by national and regional experts and institutions.

12. This project has also been designed to complement existing national, regional and international baseline efforts through global and regional activities that will enable countries to apply a more multi-sectoral approach to biodiversity conservation planning. The integration of conservation and sustainable-use into other relevant sectoral plans and programmes, as called for under Article 6, is simply not happening in most places. This is evident in many of the NBSAPs completed already and national reports submitted to the CBD.

13. Because additional tools, training, and information channeling devices are needed, an extra-national, incremental activity is needed that goes beyond national Enabling Activity projects and the direct technical support of both the Implementing Agencies and the other institutions and NGO's working in the field. Decision IV/14 of the CoP confirms the significance of this project

Objective, Purpose, Outputs and Activities:

Development Objective:

To improve the conservation, sustainable use, and equitable sharing of biological diversity through enhancing the ability of parties to implement the Convention on

Biological Diversity.

Purpose:

To strengthen the ability of Parties to the Convention on Biological Diversity to develop and implement multi-sectoral NBSAPs in accordance with their obligations under Article 6 of the Convention.

Outputs/Activities:

Output 1: Specialized information on biodiversity planning and issues related to the CBD available, easily accessible to and exchanged among country planning teams and decision makers.

Activity 1.1: Gather, translate, and disseminate information and materials at global, regional, and sub-regional levels on biodiversity issues and planning with a view to facilitating access by national planning teams and decision makers. Information will be made available in electronic form on the internet while fax and mail will be used for non-web enabled parties. These mechanisms will also be used to foster constant informal exchange of information and experiences, and networking between countries. Information exchanged would include updated rosters of regional experts in BD planning. Global sources include UNEP, IUCN and the CBD Secretariat. Sub-regional institutions will be contracted to provide mirror sites, local language sites, to maintain contact with non-web enabled countries, and to actively seek out materials. Existing relevant global, regional and sub-regional initiatives related to information gathering, collation and dissemination will be complemented and strengthened as appropriate. The entire mechanism will foreshadow and facilitate the establishment of the Clearing House Mechanisms (CHM).

Output 2: Guidelines based upon lessons learned, training modules and materials on biodiversity planning developed and delivered.

Activity 2.1: Develop and revise lessons learned, best practices, guidelines, and other tools to enhance the biodiversity planning process.

This will be done through a systematic collection, analysis and adaptation of NBSAP outputs, reports and case studies in partnership with national, regional and global institutions. The 1995 WRI/IUCN/UNEP Biodiversity Planning Guidelines will be complemented by preparing more detailed guidelines on issues that have been identified by countries as unfamiliar: e.g. agricultural biodiversity, access to genetic resources and benefit sharing, financial incentives, tourism and biodiversity.

Case studies will incorporate experience of recent good practice and lessons learned from the BSAP process and will be undertaken by national teams with assistance from the regional institutions. They will be made available to all other Parties. These would provide the foundation for the development of a number of training materials at the regional and global levels.

Dissemination will be through the mechanisms established in 1.1.

Activity 2.2: Organize thematic and issue oriented workshops to distill thinking on selected priority emerging issues critical to effective biodiversity planning.

The purpose of these workshops is to distill the thinking on poorly defined emerging

issues to provide input into the development of guidelines and training modules under Activity 2.3. The workshops will bring together experts to develop understanding and elaborate materials on complex biodiversity planning topics in need of clarification and discussion, with some of them of concern to particular groupings of countries, e.g. small island states. Workshops will be held on complex planning issues such as methodologies for mainstreaming biodiversity, socio-economic impacts of plans and measures, baseline data, indicators and monitoring. Issues for additional workshops may be selected by the Project Oversight Committee taking into account GEF Council guidance in response to CoP 4 decisions on these issues. For further details see Annex 6.

Activity 2.3: Develop and deliver to country planning teams training packages, modules and materials in appropriate languages on the priority themes and aspects of biodiversity and biodiversity planning.

Training materials will be developed on how to carry out the key steps of the planning process. See Annex 6 for a list of topics. Initial development will be conducted by [institution] followed by testing and specification by regional collaborators in accordance with standard methodologies already developed by [institution] and building on [institution]'s successful experience in implementing the GEF funded CC-Train programme.

Output 3: A dynamic, ongoing exchange of NBSAP experiences and ideas via regional, horizontal networks

Activity 3.1: Organize regional exchange workshops for BSAP Coordinators, members of planning teams and key policy makers. The goal will be for planners to share their collective experiences with BSAP processes, problems encountered, solutions developed, commonalities and differences in implementation, to compare and adapt approaches, and to exchange regional expertise and materials.

Two workshops will be organized in each of the identified eight sub-regions (see Implementation Arrangements). Workshops will be organized by regional institutions. Information and materials developed under Outputs 1 and 2 will be disseminated. During the regional workshops, training modules on the themes identified in Annex 6 will be delivered to country team members as appropriate.

Risks and Sustainability:

Risks

17. The primary risks associated with this project involve internal communication problems within country, sensitivity about information sharing, and changes in personnel responsible for biodiversity and biodiversity planning. During project development a lack of communication between the various national players in biodiversity planning frequently became obvious. Information often was not shared between biodiversity focal points, enabling activity coordinators, Clearing House Mechanism focal points, Country Study coordinators, senior Environment Agency officials, Universities, and other key participants in the BSAP process. Enhancement of information flows and encouragement of a more open and integrated multi-sectoral approach to biodiversity planning will help to reduce this risk. Similarly, increasing the flow of information, materials and lessons learned (both positive and negative), should reduce sensitivity about information sharing. While staff turnover is a risk in all projects, increasing information flows will again serve to reduce the impact of loss of any one key individual.

Sustainability

18. The implementation of the project has been designed in such a way as to maximize the long-term sustainability of project-inspired activities. No new structures will be set up. At all levels, work will be done by existing structures. At the regional level, existing institutions will be utilized to implement project activities. These institutions have been chosen in large part because of their proven interest and ongoing involvement with biodiversity planning issues. The project will help to strengthen the capacity of these institutions by enhancing their expertise in providing support to the Convention. These institutions will be able to continue project-inspired activities well beyond the life of this project. The global information channeling mechanism and exchange process will be designed to require minimal financial input in the long run. The process will contribute to the development of the CBD Clearing-house Mechanism's ability to provide countries with the tools to effectively utilize information. The process will be coordinated with the activities of the CBD Secretariat. All documents, materials, and outputs resulting from this project will be fed into the Clearing-house Mechanism.

Stakeholder Participation

19. The stakeholders for this project are the central participants in good biodiversity planning. Stakeholders have participated in project design and will be involved in project implementation, monitoring and evaluation (see "Implementation Arrangements" below). The design of this project was driven by input from stakeholders. Seventy-five countries either participated in one of three regional workshops (one organized and hosted by the United Kingdom Government) and/or responded to a questionnaire sent to over 100 countries preparing NBSAPs. In total 22 countries attended the African workshop, 27 countries attended the Latin American and Caribbean workshop, 25 countries attended a Central and Eastern European workshop and 41 replies to the questionnaire were received. The draft project was discussed at all four Regional Preparatory Meetings for CoP-4. Countries provided further input (CBD focal points and other delegates) as well as strong support at the CoP itself.

20. Designed around a "service and empowerment" approach, the project will improve the knowledge and skills of stakeholders through the exchange of information, technical skills and experiences. Stakeholders/project beneficiaries thus fall into three clear groups:

- NBSAP Coordinators and full-time members of biodiversity planning units;
- Members of national task forces and working groups, i.e. scientists in academic and government service, sectoral policy-making officials in ministries and local government, managers of biological resources in departments and agencies of agriculture, forestry, fisheries, protected areas, environment; representatives of business and industrial users of biological resources and national NGOs and CBOs (Community Based Organizations) with a stake in biodiversity issues;
- High-level members of government such as those on a National Council for Biodiversity, in Cabinet and Parliament, who are responsible to adopt and implement the strategy and action plan.

Implementation Arrangements

Regional Level:

21. Project activities will be delivered through sub-regional institutions in at least eight (8) distinct global groupings based on cultural, linguistic, ecological and logistical commonalities: 1) Francophone Africa; 2) Anglophone Africa; 3) Latin America; 4) the wider Caribbean; 5) the Arab States (North Africa and the Middle East); 6) South, South/East and East Asia; 7) the Pacific; and 8) Eastern Europe with Central Asia. In addition cross-regional information flow will be provided in the case of dispersed common language groupings, such as the Lusophone countries, as well as additional language translation and dissemination in linguistically complex regions such as eastern Europe and central and south-eastern Asia.

22. Regional institutions, either regional NGO's or inter-governmental organizations, will be selected in consultation with appropriate stakeholders on the basis of the initial criteria elaborated in Annex 7. These include: 1) their proven expertise, know-how, and involvement in biodiversity planning issues and the CBD; 2) their ability to work successfully with governments and NGOs at regional and national levels; 3) their ability to gather and disseminate information and co-ordinate activities within their region; and 4) their level of internet connectivity and general ease of communication.

23. Regional institutions will liaise with country planning teams. They will respond to needs, disseminate information and assist with informal communication between the countries. They will also provide input to the development of training materials, thereby ensuring that training materials are customized to directly address concerns germane to the different regions. For a description of institutional responsibilities by activity, see Table 1.

24. Information and inputs into the lessons learned and best practice guidelines will be similarly gathered by the regional institutions, in collaboration with members of national planning teams, regional scientists/experts, academic organizations, and shared with other regions and the global focal points. Regional exchange workshops will be conducted by the regional institutions in association with other NGO's, and intergovernmental bodies as appropriate, and in close consultation with countries. Training sessions will be conducted in association with the workshops based on needs.

Global level:

25. Overall guidance to the project will be provided by a Project Oversight Committee (POC). The POC will be comprised of representatives from UNDP, UNEP, the World Bank, the CBD Secretariat, IUCN, WRI, and two representatives of government stakeholders. Other input will be invited as required. The POC will meet quarterly via teleconference to discuss progress reports and make project decisions.

26. While the project will be implemented primarily through existing regional and national organizations, it will be coordinated at a global level by UNDP's GEF unit in New York and UNEP's Biodiversity Unit in Nairobi. Each will provide facilities, services and two half time staff positions for the duration of the project. The project will also support two half time global positions to make 2 full time positions in all, 1 in UNDP and 1 in UNEP. The UNDP focal point will provide overall project coordination and management, in particular of information and materials dissemination, the training modules to be developed and delivered by [institution], and the various workshops. The UNEP focal point will serve as the global focus for information gathering, and coordinate the development of lessons learned, best practice guidelines and the delivery of workshops in Africa. [institution] will collaborate with both the global focal points and national institutions in the development of the information packets, training modules and best practice guidelines. Close liaison and communication will be maintained with both IUCN and WRI throughout. See Table 1 for a description of institutional responsibilities by activity.

Stakeholder input

27. To provide direct stakeholder input to the implementation process a panel of up to 24 country representatives (2-3 from each of the 8 sub-regions described above) will be formed. The panel will serve as the mechanism for providing country feedback on project implementation. Countries will guide the delivery of project activities through their regional representatives on the panel. Panel members will be chosen within the region from among national CBD focal points, project co-ordinators and CHM focal points.

28. The full Panel will meet at the time of COP and SBSTTA meetings to advise on the direction and broad thrust of project execution. Country representatives in a region will meet at regional events to comment on implementation of the programme in the region.

Incremental Costs and Project Financing

Incremental Costs:

29. This project is additional and incremental to both the existing Enabling Activity national funding window and to the technical support provided by the Implementing Agencies (IA's). While the Enabling Activities and IA support are incremental in themselves (obligations incurred by ratification of the Convention), they represent the "baseline" to this project, along with IUCN and other NGO support activities. The global benefit from this additional increment is a significantly strengthened biodiversity planning process, more effective multi-sectoral integration, and ultimately better conservation and sustainable use of biological diversity. Thus the incremental costs of the project equal the full costs of the project. However, additional donor co-financing to the Increment has been leveraged from several bilateral donors. In addition, UNDP and UNEP will each provide \$200,000 of in kind financing in the way of staff time, office space and support services. National benefits include the removal of barriers to effective biodiversity planning caused by insufficient information access, capacity and co-ordination.

30. The global and regional approach of the project provides the most cost-effective and efficient way of assisting countries to share information and experiences in the preparation of their NBSAPs.

Table 1: Project Lead Implementation Responsibilities¹

Activities	Institutions	UNDP	UNEP	[institution]	Regional Institutions	National Institutions
Activity 1.1. Gather, translate and disseminate information and materials at global and regional levels.		Coordination and Global Dissemination.	Global gathering		Regional gathering and dissemination	
Activity 2.1 Develop and disseminate lessons learned, best practices, guidelines, and other tools to enhance the biodiversity planning process.		Dissemination	Coordination and Development		Gathering inputs. Dissemination	
Activity 2.2 Organize thematic workshops to distill thinking on priority emerging issues critical to effective biodiversity planning.			Coordination and Development			Workshop organization
Activity 2.3 Develop and deliver to country planning teams training packages, modules and materials.		Coordination and Global Dissemination		Development and Delivery		Local interaction and delivery
Activity 3.1 A dynamic, ongoing exchange of NBSAP experiences and ideas via regional, horizontal workshops and networks.		Coordination and Delivery except Africa	Delivery in Africa		Communication mechanisms	Workshop organization

¹ While lead responsibilities are identified, all participating institutions will be involved to a certain extent in the implementation of all activities.

31. Project Financing (not including PDF allocation):

Activity	Year 1	Year 2	Total	Cofinance	GEF
Output 1: Specialized Information gathering & dissemination					
1.1 Information gathering & delivery - sub-regional gathering, translation & dissemination (sub-contracts with institutions) - global gathering & dissemination	400,000 87,500	200,000 87,500	600,000 175,000	90,000	600,000 85,000
Output 2: Guidelines, lessons learned, materials, training modules					
2.1 Lessons learned, best practice - development of case studies & guidelines	250,000	250,000	500,000	90,000	410,000
2.2 Thematic workshops - 8 global workshops @ \$60,000 each (add-ons) - coordination and development	300,000 87,500	180,000 87,500	480,000 175,000	90,000	480,000 85,000
2.3 Development & delivery of training packages	300,000	200,000	500,000	380,000	120,000
Output 3: Dynamic exchange through regional horizontal workshops					
3.1 Regional exchange workshops - 8 regions, 2 workshops/region @ \$60,000 each - coordination and development	480,000 87,500	480,000 87,500	960,000 175,000	90,000	960,000 85,000
Sub-total	1,992,500	1,572,500	3,565,000	740,000	2,825,000
Monitoring & Evaluation	10,000	35,000	45,000		45,000
Project Support Services	160,200	128,600	289,600	60,000	229,600
Total	2,162,700	1,736,100	3,899,600	800,000	3,099,600

Monitoring, Evaluation and Dissemination

32. During project implementation, the review meetings of the Project Oversight Committee (POC) every three months will serve as the monitoring apparatus for the project. For the two-year duration of the project, the POC will meet eight times. The POC will have responsibility for monitoring and evaluating the scope and content of all project activities, taking into account lessons learned in the implementation of GEF climate change enabling activities. A GEF Project Implementation Review will be conducted each year. In addition, the project will conform with all standard UNDP and UNEP procedures for monitoring and evaluation.

33. Dissemination of lessons learned is one of the most important activities to be undertaken by this project. This will be done on an extensive scale. Project activities will foreshadow, and be maintained in the long term, through full implementation of the CHM.

STAP Technical Review

34. The comments of the STAP Technical Reviewer support the basic thrust and design of the project and include a number of detailed suggestions that are consistent with the project approach, particularly with

respect to the nature of specialist and cross-cutting guidelines and materials that are regularly updated and offer a range of options and approaches based on lessons learned from real experience rather than the production of “cook books”. Many of the reviewers suggestions will be carried through in project implementation.

35. The primary concern of the reviewer is the time scale for the project. While biodiversity planning is an ongoing cyclical process, the primary GEF support to this through Enabling Activities will be winding down during the second year of the project (see Annex 5). Consequently while further project work would certainly be useful, its centrality to the GEF focus would no longer be clear in the absence of additional guidance from the GEF Council. Thus a project lifetime of greater than 2 years cannot be justified at this point.

36. A secondary concern of the reviewer is technical support to the project. In light of the reviewers comments and discussions at CoP IV the Project Oversight Committee has been expanded slightly. However, this committee is intended to guide rather than be an exclusive source of technical expertise. The latter will come from three sources: the beneficiary stakeholders themselves (biodiversity planners in GEF eligible countries); biodiversity planners globally (many of whom have already expressed interest in the project); and specific technical consultations with experts around the development of lessons learned, guidelines, etc. The mechanism for drawing together this expertise is the project itself.

Project Brief Annexes:

- Annex 1.** Incremental Cost Assessment
- Annex 2.** Logical Framework Analysis
- Annex 3.** STAP Roster Technical Review
- Annex 4.** Current Status (May 1998) of Biodiversity Enabling Activities
- Annex 5.** Biodiversity Enabling Activity Implementation Over Project Lifetime
- Annex 6.** List of Issues to be addressed
- Annex 7.** Criteria for selection of Regional Institutions

Project Document Annexes:

- Annex 8.** Budget Tables and Co-financing Plan
- Annex 9:** Work Plan
- Annex 10.** Terms of Reference for Personnel, Project Oversight Committee, Regional Data Gathering and Training Contracts
- Annex 11.** Project Implementation Organogram
- Annex 12.** Organogram of Post-project Implementation Structure

Annex 1: Incremental Cost Assessment:

Broad Development Goals

To improve the effectiveness of the Parties to the Convention on Biological Diversity to conserve and sustainably utilize their biological diversity.

Baseline

Without the project, countries would go on preparing their NBSAPs with the support of the GEF Implementing Agencies and the disparate activities of international NGOs and inter-governmental bodies. As such, Parties to the CBD would be without the necessary tools to make use of the wide range of information available and BSAP processes would struggle to interpret new information and take a multi-sectoral approach to the planning and implementation process.

Current baseline activities are the following:

- GEF Implementing Agencies (UNDP, UNEP, World Bank) provide direct technical support to Biodiversity Enabling Activity projects under their supervision;
- Technical support is provided by international organizations such as IUCN and WWF in the form of staff expertise and complementary biodiversity priority setting in specific countries/regions;
- Broader capacity building initiatives are implemented by IUCN through its Biodiversity Policy Coordination Division (both HQ and its regional offices), by WWF/TNC/USAID through the Biodiversity Support Programme, as well as in various ways by WCMC, IIED, BCIS, ACT, INBIO.

Global Environmental Objective

To strengthen the ability of Parties to the Convention on Biological Diversity to develop and implement strong, multi-sectoral NBSAPs in accordance with their obligations under Article 6

GEF Project Alternative

Under this GEF Alternative, three major outputs will be produced. Under Output 1, national teams are provided with specialized information on biodiversity planning and issues related to the CBD. This clearly would not take place without this project.

Under Output 2, country teams requiring additional assistance will be provided with guidelines based upon lessons learned, training modules and materials on biodiversity planning. This support is beyond that which is being paid for under their individual enabling activity projects and would not be available without this project.

Under Output 3, a dynamic, ongoing exchange of experiences and ideas via regional, horizontal networks will be created. A series of regional exchange and training workshops will be organized to ensure that country teams can talk to each other and share what works and what does not. Again, this support would not be available without this project. The overall impact of these activities is that more countries are expected to prepare and implement their NBSAPs in a more effective, multi-sectoral way.

Incremental Cost Matrix

The incremental cost matrix is summarized below. It shows that the project's incremental costs are equal to its full costs. This project is additional to the existing Enabling Activity national funding window. In addition, existing baseline activities related to this project's "system boundary", are in themselves considered to be fully incremental. The incremental costs of the project are equal to the full costs of the project. Of the total project costs of US\$ 3,899,600 (not including PDF costs), total co-financing from UNDP, UNEP and bilateral donors totals US\$ 800,000.

Incidental Domestic Benefits

Although the full costs of the proposed alternative are incremental, project activities will produce substantial domestic benefits by removing national barriers (insufficient information access, lack of capacity, poor coordination among stakeholders) to effective biodiversity planning. Removal of these barriers will increase national stakeholder participation, multi-sectoral integration and enable effective priority setting and resource allocation creating an impetus for implementation of the completed NBSAPs.

Incremental Cost Matrix

Cost category	Costs \$US	Domestic Benefits	Global Environmental Benefits
Output 1 Specialized information on biodiversity planning and issues related to the CBD available, easily accessible to and exchanged among country planning teams and decision makers.			
Baseline	1,700,000 (IUCN's Phase II)	Planning teams have limited information on the CBD and biodiversity planning.	Some specific information on CBD planning issues available for teams preparing NBSAPs, e.g. WRI Guidelines, CBD background information
Alternative	2,475,000	Planning team members better informed on CBD and specialized issues related to biodiversity planning.	Targeted, accessible information available for planning teams preparing NBSAPs
Increment (Alternative - Baseline)	775,000	By end of project national barriers to effective information access removed, biodiversity planners better informed to plan and implement measures.	More effective channeling of information to countries where it is needed. CBD implementation strengthened and enabled

Output 2. Guidelines based upon lessons learned, training modules and materials on biodiversity planning developed and delivered.

Baseline	3,400,000 20% of GEF's EA expenditure ¹	Biodiversity planners have general information on biodiversity planning approaches.	IUCN/UNEP-WRI Guidelines. No specifically designed emerging issue tools to enable application of information. No recent lessons-learned materials.
Cost category	Costs \$US	Domestic Benefits	Global Environmental Benefits
Alternative	5,055,000	Capacity of planning teams enhanced through access to methodological guidance, training and case studies.	Specific tools to enable the application of existing information available. Case studies and guidance on how to address emerging issues in the NBSAP.
Increment	1,655,000	Capacity related barriers to effective multi-sectoral planning removed, leading to more effective CBD implementation.	CBD implementation strengthened and enabled

Output 3. A dynamic, ongoing exchange of NBSAP experiences and ideas via regional, horizontal networks.

Baseline	IUCN: 1,200,000 Others: Diffuse	Informal exchange of experience facilitated by IA's and encounters during international biodiversity events.	Workshops are held on biodiversity issues, but not on CBD planning issues and not for the purpose of establishing information exchange mechanisms. No systematic organization of workshops for training & info exchange
Alternative	2,335,000	Biodiversity planners in countries exchange experience and collaborate horizontally.	Systematic, timely and comprehensive workshops provided/ regular horizontal communication flow through email and list servers.

¹ GEF's estimated total expenditure on Biodiversity Enabling Activities is: \$17,000,000. 20% of this is the approximate amount from each project spent on guidance to planning processes provided by expert consultants. This, therefore, falls under the general rubric of this project's Output #2 and is included here as the baseline.

Increment (Alternative - Baseline)	1,135,000	National barriers such as low capacity and limited information exchange removed, collaboration between countries enhanced.	More regular, formalized, focussed regional communication and utilization of information. CBC implementation strengthened and enabled
Project Total			
Baseline	6,300,000	Countries develop BSAPs but many with limited sectoral integration and adopting a weak consultative process.	NBSAPs prepared without support network – limited multi-sectoral integration. Some not implementable.
Alternative	10,198,000 ¹	Strong ownership of BSAP among national stakeholders across sectors.	Effectively integrate multi-sectoral elements into country's NBSAP
Increment (A-B)	3,898,000	Information, coordination and capacity related barriers to effective biodiversity planning removed. Better informed and effective planners improve NBSAP preparation and implementation.	NBSAP planning and implementation process strengthened

¹ Includes monitoring, evaluation, and project support services.

Annex 2: Logical Framework

Project Strategy	Objectively Verifiable Indicators	Means of Verification	Assumptions
Development Objective: To improve the effectiveness of the Parties to the Convention on Biological Diversity to conserve and sustainably utilize their biological diversity.			
Purpose: To strengthen the ability of countries to develop and implement strong, multi-sectoral NBSAPs in accordance with their obligations under Article 6	Emerging issues included in newly developed NBSAPs: biosafety, intellectual property rights, private sector initiatives,) Clearly evident multi-sectoral approaches used in over 20 BSAPs.	Review of finished documents/Surveys of planners	Countries are willing to take the multi-sectoral approach; Delays will not be a big problem in finalizing remaining NBSAPs
Outputs:			
1. Specialized information on biodiversity planning and issues related to the CBD available, easily accessible to and exchanged among country planning teams and decision makers.	Electronic lists established at global and regional levels	Independent evaluations	Countries will use internet connections
2. Guidelines based upon lessons learned, training modules and materials on biodiversity planning developed and delivered.	Training modules for specific emerging issues	Independent evaluations	Staff turnover will not be too heavy
	More detailed continuation of the WRI-IUCN Biodiversity Planning Guide	Independent evaluations	There are more lessons to be learned
3. A dynamic, ongoing exchange of NBSAP experiences and ideas via regional, horizontal networks.	2 effective, network-building workshops held in each sub-region within the first year.	Independent evaluations/ surveys of participants	People will continue to use informal networks once set-up

Activities:	Objectively Verifiable Indicators	Means of Verification	Assumptions
1.1. Gather, translate and disseminate information and materials at global, regional, and sub-regional levels.	Staff contracted, workplan finalized, information disseminated.	Project Oversight Cmte (POC) meetings	- Technical assistance will be delivered on time
2.1. Develop and revise lessons learned, best practices, guidelines, and other tools to enhance the biodiversity planning process.	Lessons-learned report finished workshops held	Progress reports, POC meetings	- regional entities will be able to conduct lessons learned work
2.2 Organize thematic and issue oriented workshops to distill thinking on priority emerging issues of the day.	Materials produced for training modules, guidelines	Independent evaluations; POC meetings	Thematic workshops will be able to clarify issues
2.3 Develop and deliver to country planning teams training packages, modules and materials on the following different themes and aspects of biodiversity and biodiversity planning:	Guidelines, packages, and materials produced	Independent evaluations; POC meetings	Technical assistance will be delivered on time
3. Organize sub-regional exchange workshops	Regional networks established	POC meetings; Survey of participants	formal communication channels will be utilised

Annex 3: STAP Technical Review

Project Title: Biodiversity Planning Support Programme
STAP Reviewer: Kenton R. Miller, Ph.D., Vice-President, World Resources Institute
Date: 8 May 1998

1. **Overall Impression.** This project is necessary. Countries seek guidance on preparing the National Biodiversity Strategies. Experience has now moved well beyond that available when the earlier published WRI/IUCN/UNEP guidelines were prepared. The issues have now shifted quite appropriately to the more detailed and specific components of biodiversity planning and management, e.g., inter-sectors coordination, finance and funding mechanism, etc. The proposed project applies tested methods to address this need.
2. **Relevance and Priority.** This project should receive high priority. While some countries are still “getting started”, and can work from the first guidelines provided, others are now facing challenges to deal with more complex issues in the planning process. While these complex issues were anticipated during the WRI/IUCN/UNEP stage of work, that team decided then to limit the proposed guidelines to those points that emerged from analysis of actual experience by Parties up to that time. Now, new experience can support analysis and the drawing of new and additional guidelines from these new institutional, economic, and technological frontiers in biodiversity planning and management.
3. **Background and Justification.** Sufficient background information and justification for this project has been provided for readers already informed about the process to date. The project and its goals are fully justified given the centrality of the National Biodiversity Strategies and Action Plans in implementing the CBD.
4. **Scientific and Technical Soundness.** The methods to be applied by the project are sound. These methods are tested, and endorsed by the Parties. That is, the work will be based upon an analysis of country experience, regional workshops, integration and synthesis of on-going work into guidelines.
5. **Objectives.** The objectives are clear, well focused and practical. Achieving them will be challenging. Most particularly, the aim to guide preparation of plans among sectors of the economy and government is an issue not yet achieved by many other efforts. It demands a high level of political support, and a cultural change within most governmental departments, and the industries associated with the key sectors, e.g., timber and forest products, agriculture, fishing, transportation, etc. Thus, while the objective is critically important to address, the expectations on this particular component should be kept at a reasonable level.
6. **Activities.** The proposed activities appear to have been carefully designed to address the objectives: They are practical and feasible. However, the assumptions that underpin the development and implementation of multi-sector NBSAPs in accordance with their obligations under Article 6, are open to debate. Are countries...”willing to take the multi-sector approach?” Will there be no ... “delays in finalizing remaining NBSAPs?” These two assumptions need further justification. In our experience, getting jurisdictions together to share data, jointly plan their programs and budgets, etc., is among the most complex components of these efforts.
7. **Participatory Aspects.** Stakeholders were very much involved in project identification and definition. The demand is very high. They form the center of project implementation and will be both the key recipients and actors in the process, according to the plan.

8. **Global Benefits.** The benefits are clear in the proposal. Essentially, this project will help move the strategy planning process along. The data shows that currently, a large number of countries are delayed for the lack of orientation and guidance. If the goal is to help all countries finalize their NBSAP's, then this project is necessary.
9. **GEF Strategies and Plans.** The project fits within the goals of the GEF, the GEF operational strategies, and the provisions of the CBD.
10. **Replicability.** The lessons learned from individual countries can be of value to other countries with similar social, economic, cultural and natural conditions. This can be further enhanced by presenting guidelines according to clusters of countries, e.g., developed, in transition, small islands, lowland tropical, mountain tropical, etc.
11. **Capacity Building.** This is clearly a capacity building project. Its whole purpose is to help countries gain the tools, knowledge and methods to prepare their own NBSAP's. This capacity is vital if countries are to move forward with CBD implementation.
12. **Project Funding.** Appears adequate.
13. **Time Frame.** I am concerned about the short duration of the project. It takes considerable time to consult, hold workshops, await case study preparation in the countries, review drafts, get clearances, and finally translate and publish. Perhaps 36 months would be more realistic.
14. **Secondary Issues.** I would like to see this project break some new ground. Namely, as per the UNDP Synergies project, why not include at least some analysis and reflection on how biodiversity and climate work can be combined since efforts to maintain forest cover, grasslands, wetlands and biomass contribute to carbon sequestration and biodiversity management. Further, these efforts also help avoid land degradation, maintain forest, protect water catchments, and foster sustainable use regimes.
15. **Additional Comments.** The project understates the value and the challenge of providing guidelines on multi-sector planning and implementation. Few problems are more complex, even in the "advanced democracies." Thus, work in this area is slow and ponderous, and requires time and patience. That said, however, there are examples, e.g., Uruguay and Argentina, where the sectors did come to the table, once the "right" political space was established. Perhaps Norway is the most advanced in involving each sector in biodiversity management. Costa Rica's outgoing government made very noble attempts in this direction and can perhaps share the pitfalls that were encountered.

There is little question that existing guidelines are not sufficiently specific to guide countries in such areas as multi-sector planning, financial mechanisms, taxonomy, and many other fields. Hence, the WRI/IUCN team suggested that perhaps it would be helpful to develop a series of guidelines on distinct topics, as experience was gained. In this way, there would be a continuing flow of guidance as country progress, and find new questions and issues. Also, in this way, it would be easier and less costly to replace individual topical guidelines as they are replaced with up-to-date experience and analysis.

The question remains as to whether it is best to develop a pro-forma approach to biodiversity planning, or to promote the evolution of a wide variety of methods. Personally, I doubt that there is, can, or should be an "agreed way" (p. 2, third line from the bottom of the page).

Top of p. 3. The desire to share “lessons learned” is very powerful and should be nurtured, as does this project. Some seek to establish “principles” and other more structured, and perhaps centralized, approaches. Evidence would suggest that it is more appropriate to foster “diverse approaches to manage diversity.”

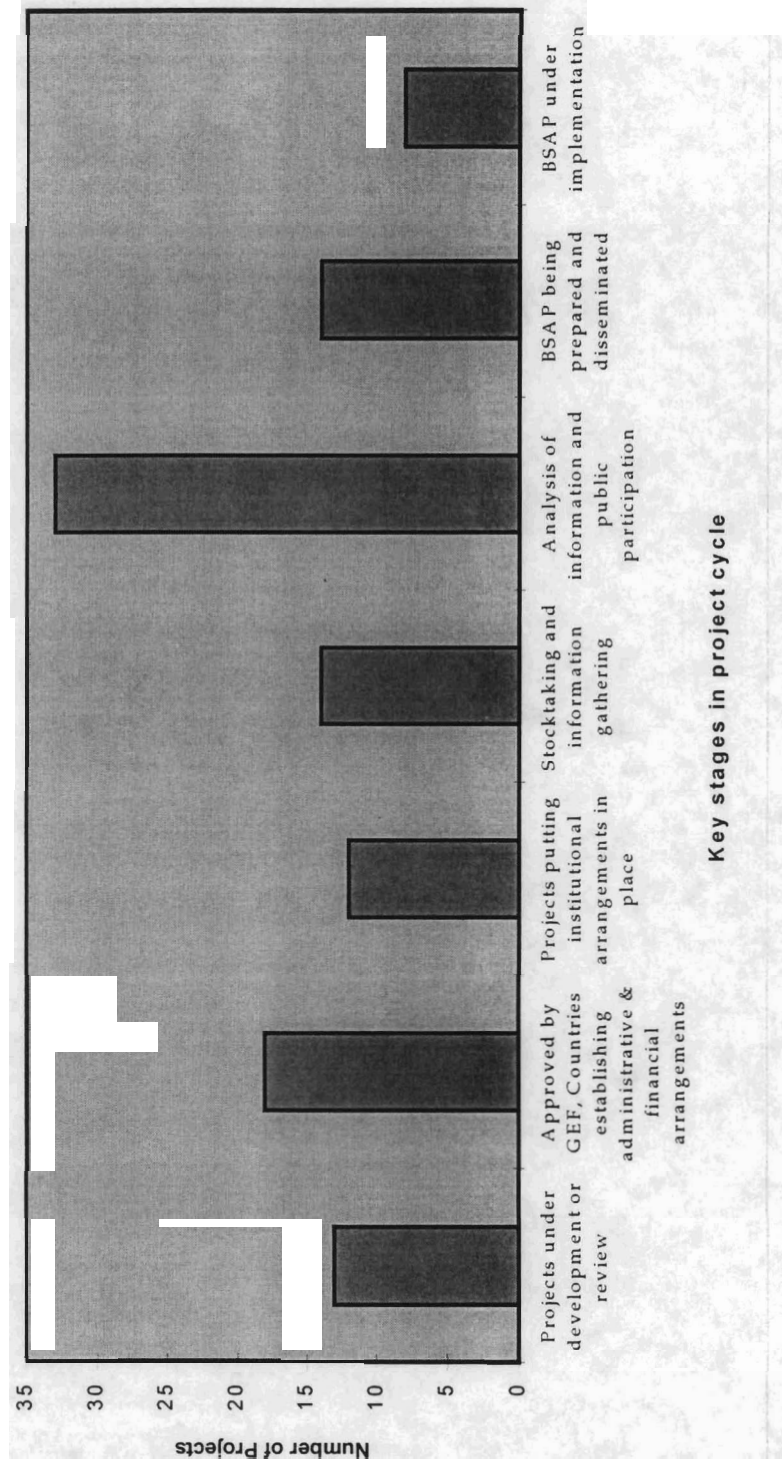
Second paragraph on p. 4, is right on. Working upward to synthesis from cases is the most useful methodology for producing credible and useful guidelines. From our experience with the first guidelines drawn from “initial experience”, clearly countries appreciated this method, rather than a fully normative, or prescriptive approach, although some wished for more of a “cook book.” Furthermore, the project should consider featuring some cases from efforts that are in progress, as distinct from cases completed.

p. 5. First line under “stakeholder participation”. This point is a central conclusion from the first guidelines volume, e.g., that “biodiversity planners must also be the biodiversity implementers.”

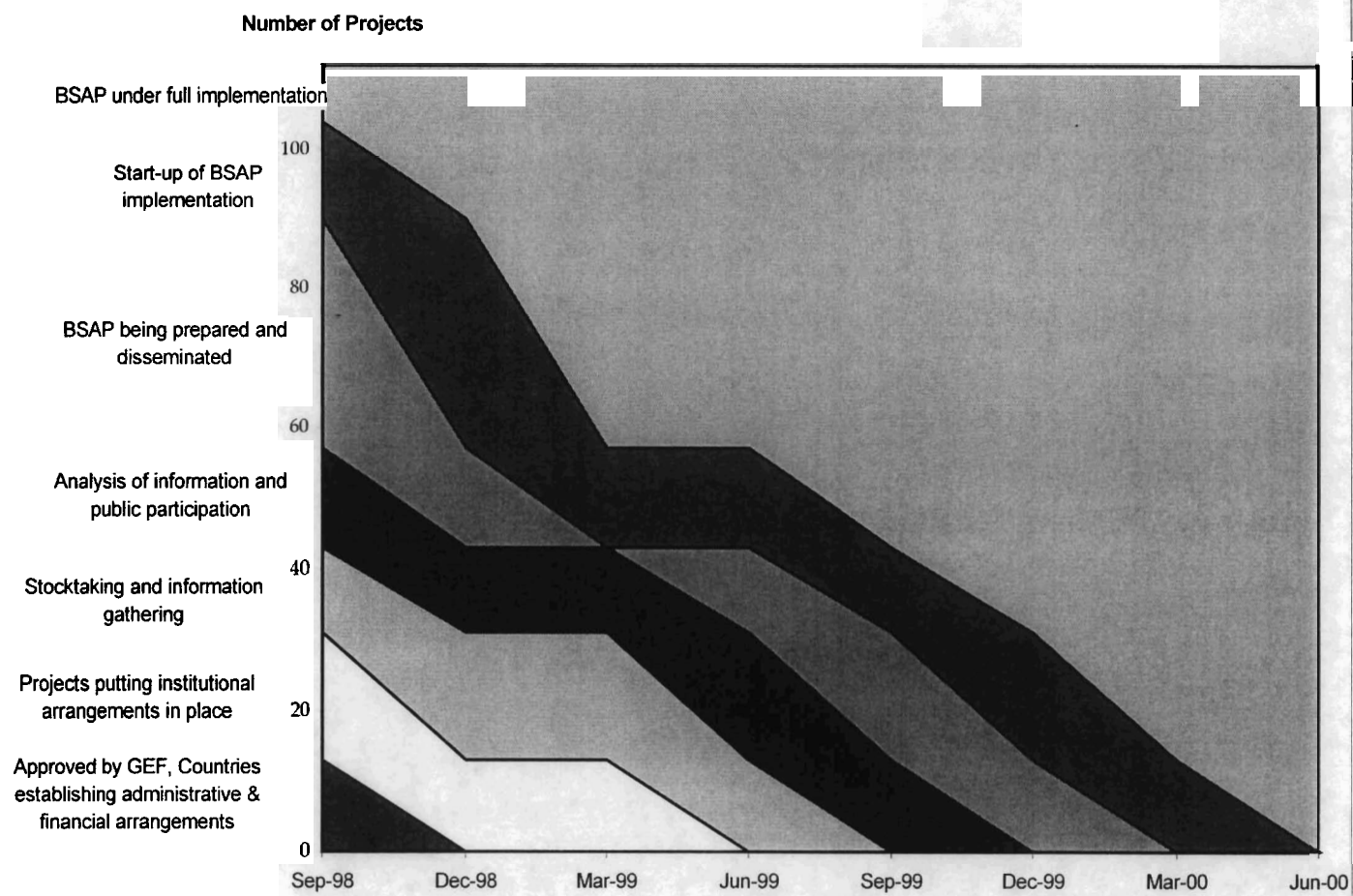
p. 5. The implementation arrangements appear to be very practical and should provide the modus operandi required for the project. The coordination of activities appears to be well considered. But unclear is the provision of an ad hoc advisory mechanism to deal with substantive matters. Where is the technical expertise?

Another type of feed back received by WRI as a result of developing and distributing the first guidelines, is that a real limiting factor faced by countries has been the lack of capacity to analyze and formulate policy based upon national data and information, and that reflects the national interest. This project would do well to emphasize this dimension of capacity building.

Annex 4. GEF Biodiversity Enabling Activity Profile (May 1998)



Annex 5: Anticipated Progress of Biodiversity Enabling Activities over Project Lifetime



Annex 6: List of Issues to be Addressed

Emerging Issues in Biodiversity Planning:

Specific guidance is needed to enable countries to actually integrate emerging issues into their NBSAPs in a meaningful way. Thematic workshops will be conducted for this purpose. Based on discussions with the GEF Secretariat these will initially include:

1. methodologies for mainstreaming biodiversity planning in sectoral and cross-sectoral policies and plans (agriculture, forestry, fisheries, mining, tourism, infrastructure, education);
2. socio-economic impact of plans and measures;
3. baseline data, indicators and monitoring.

Workshops in other emerging issues may be held as decided by the Project Oversight Committee, based on COP guidance and GEF Council decisions in response to that guidance.

Biodiversity Planning Process:

Additional methodological tools are also needed to enable countries to develop strong, multi-sectoral NBSAPs. The highest priority tools identified under the Block B consultations are the following

- Biodiversity Planning Process:
- information and data management for BD planning (planning with limited information)
- methods for participatory planning (private sector, resource users, local communities, NGO's, local governments)
- decentralized planning
- communication techniques for building awareness and achieving political support
- consensus building, conflict resolution and priority setting
- policy and strategy formulation
- action plan formulation (including financial strategies)
- facilitating Action Plan implementation
- collection and organisation of baseline data and information, including data management skills.

Annex 7: Preliminary Criteria for Selection of Regional Institutions

- 1) proven expertise, know-how, and involvement in biodiversity planning issues and the CBD;
- 2) ability to work successfully with governments and NGOs at regional and national levels;
- 3) their ability to gather and disseminate information and co-ordinate activities within their region;
- 4) their level of internet connectivity and general ease of communication;
- 5) (others to be developed)

Annex 8: Project Financing.

This annex includes four budget tables. The Implementation Budget Summary, (Table 8.1), indicates the costs of activities to be carried out under the UNDP and UNEP implemented components, grouped by project outputs, and the proposed co-financing arrangements for each component. Details on the budget items to be financed are given for the UNDP (Table 8.2) and UNEP (Table 8.3) implemented components, respectively. The co-financing plan for the UNDP implemented component is given in Table 8.2a. These budget tables reflect the more detailed planning that has taken place since the initial project brief was approved. The PDF-B financing provided for project preparation is included in the project grand total. In addition to co-financing committed by UNDP and UNEP, commitments of bilateral co-financing for regional information gathering and training activities have been made by the Governments of Norway and Switzerland. Discussions are ongoing with other bilateral donors to provide additional support for regional data gathering and dissemination.

Table 8.1 Implementation Budget Summary by Components and Outputs

Activity	Combined Total	UNDP Managed				UNEP Managed		
		GEF	UNDP	Other Co-financing	UNDP Total	GEF	UNEP	UNEP Total
Output 1: Specialized Information gathering & dissemination								
1.1 – Information gathering & delivery (regional)								
- global gathering and dissemination					75,000		40,000	80,000
Subtotals:	775,000	645,000	50,000		695,000	40,000	40,000	80,000
Output 2: Guidelines/lessons learned, training modules								
2.1 Lessons learned, best practice								
- development of case studies & guidelines	500,000	40,000	40,000		80,000	370,000	50,000	420,000
2.2 Thematic workshops								
- 8 global workshops @ \$60,000 each (add-ons)	480,000					480,000		480,000
- coordination and development	175,000					85,000	90,000	175,000
2.3 Development & delivery of training packages	500,000	120,000		380,000	500,000			
Subtotals:	1,155,000	160,000	40,000	380,000	580,000	935,000	140,000	1,075,000
Output 3: Horizontal exchange via regional workshops								
3.1 Regional exchange workshops								
- 8 regions, 2 workshops/region @ \$60,000 each	960,000	720,000			720,000	240,000		240,000
- coordination and development	175,000	85,000	90,000		175,000			
Subtotals:	1,135,000	805,000	90,000		895,000	240,000		240,000
Component Totals:	3,565,000	1,610,000	180,000	380,000	2,170,000	1,215,000	180,000	1,395,000
Monitoring & Evaluation	45,000	22,500			22,500	22,500		22,500
Project Support Services	289,600	130,600	20,000	20,000	170,600	99,000	20,000	119,000
	3,899,600	1,763,100	200,000	400,000	2,363,100	1,336,500	200,000	1,536,500
Project Totals:								
GEF Financing	3,099,600							
Co-financing	800,000							
PDF B	334,800							
Overall Grand Total:	4,234,400							

Table 8.2. UNDP Implementation Budget

BL	DESCRIPTION	TOTAL	p/m	1999	p/m	2000
10	PROJECT PERSONNEL					
11-01	Project Coordinator	190,000	12	95,000	12	95,000
11-51	Programme Coordination	45,000		25,000		20,000
11-99	Sub-Total	235,000		120,000		115,000
16	MISSION COSTS					
16-01	Mission Costs	35,000		17,500		17,500
16-02	Monitoring&Evaluation	22,500		5,000		17,500
16-99	Sub-Total	57,500		22,500		35,000
19	COMPONENT TOTAL	292,500		142,500		150,000
20	SUB-CONTRACTS					
21-01	West Africa NGO	30,000		30,000		
21-02	Central Africa NGO	30,000		30,000		
21-03	East Africa NGO	30,000		30,000		
21-04	Southern Africa NGO	30,000		30,000		
21-05	Latin America NGO	60,000		60,000		
21-06	TBD*	18,000		18,000		
21-07	Caribbean NGO	40,000		40,000		
21-08	Arab States	50,000		50,000		
21-09	South/S.E. Asia	30,000		30,000		
21-10	East Asia	30,000		30,000		
21-11	Pacific Region NGO	60,000		60,000		
21-12	Eastern Europe	30,000		30,000		
21-13	C.I.S.	50,000		50,000		
22-01	Training Materials	200,000		100,000		100,000
29	COMPONENT TOTAL	688,000		588,000		100,000
30	TRAINING					
33-01	12 Regional Workshops (Coordination&Dev.)	650,000		325,000		325,000
39	COMPONENT TOTAL	650,000		325,000		325,000
50	MISCELLANEOUS					
53	Sundies	2,000		1,000		1,000
59	COMPONENT TOTAL	2,000		1,000		1,000
90	TOTAL	1,632,500		1,056,500		576,000
93-01	UNOPS Support Sces	130,600		84,520		46,080
99	GRAND TOTAL	1,763,100		1,141,020		622,080
100	COST-SHARING					
103	Switzerland, Norway, Portugal and others	400,000				
104	UNDP	200,000				
109	TOTAL	600,000				
	OVERALL TOTAL	2,363,100				
*to be allocated among regions based on needs and final geographical and linguistic composition						

Table 8.2a. Co-financing arrangements for UNDP implemented components.

Budget Line	Expense Category	GEF	UNDP	Bilateral Donors	TOTAL
19	Project Personnel	292,500	90,000	0	382,500
29	Sub-contracts	688,000	40,000	250,000	978,000
39	Training	650,000	40,000	150,000	840,000
59	Miscellaneous	2,000	30,000	0	32,000
93	Support Services	130,600	0		130,600
99	Project Grand Totals:	1,763,100	200,000	400,000	2,363,100

8.3 Implementation Budget for UNEP Implemented Components. Note that it includes years 1999 and 2000. The 1998 costs were borne by the UNEP/GEF administrative budget and UNEP's in-kind contribution.

(Page 1 of 2)

Budget Line	Description	TOTAL Inputs (US\$)	1999 Inputs (US\$)	2000 Inputs (US\$)
10 PROJECT PERSONNEL				
1100	Project Personnel Title Grade w/m			
1101	Project Manager P-3 24	192,000	96,000	96,000
1102	Fund Management Off. P-3	24,000	12,000	12,000
1198	Prior years' adjustment			
1199	Subtotals:	216,000	108,000	108,000
1200	Consultants (Description of activity/service)			
1201	Background documents/guidelines	90,000	60,000	30,000
1220	Unspecified (no terms of reference available)			
1298	Prior years' adjustment			
1299	Subtotals:	90,000	60,000	30,000
1300	Administrative support Title Grade			
1321	Temporary Assistance	4,000	2,000	2,000
1398	Prior years' adjustment			
1399	Subtotals:	4,000	2,000	2,000
1600	Travel on official business			
1601	Staff Travel	67,500	33,750	33,750
1698	Prior years' adjustment			
1699	Subtotals:	67,500	33,750	33,750
1999	Personnel Subtotals:	377,500	203,750	173,750
20 SUB-CONTRACTS				
2100	Sub-contracts (MOUs/LAs for cooperating agencies)			
2101		0	0	0
2198	Prior years' adjustment			
2199	Subtotals:	0	0	0
2200	Sub-contracts (MOUs/LAs for supporting organizations)			
2201	Case Studies (20)	80,000	60,000	20,000
2202	Background documents/guidelines	198,000	60,000	138,000
2298	Prior years' adjustment			
2999	Contract subtotals:	278,000	120,000	158,000
30 TRAINING				
3300	Meetings/conferences (Title)			
3301	Meetings/conferences Africa (4)	240,000	120,000	120,000
3302	Expert group meetings (8)	480,000	180,000	300,000
3303	Intergovernmental meetings	0	0	0
3398	Prior years' adjustment			
3999	Training subtotals:	720,000	300,000	420,000

Table 8.3. Implementation Budget for UNEP Implemented Components (Page 2 of 2)

Budget Line	Description	TOTAL Inputs (US\$)	1999 Inputs (US\$)	2000 Inputs (US\$)
40	EQUIPMENT AND PREMISES			
4100	Expendable equipment (under \$1,500 ea.)			
4101	Office supplies	4,000	2,000	2,000
4102	Library acquisitions	3,000	3,000	0
4103	Computer Software	500	500	0
4120	Unspecified	0	0	0
4198	Prior years' adjustment			
4199	Subtotals:	7,500	5,500	2,000
4200	Non-expendable equipment (worksheet)			
4201	Computer hardware	2,500	2,500	0
4202	Office equipment	500	500	0
4220	Unspecified	0	0	0
4298	Prior years' adjustment			
4299	Subtotals:	3,000	3,000	0
4300	Premises (rent)			
4301	Office rental	8,000	4,000	4,000
4302	Maintenance of premises	0	0	0
4398	Prior years' adjustment			
4399	Subtotals:	4,000	4,000	4,000
4999	Equipment and Premises Subtotals:	18,500	12,500	6,000
50	MISCELLANEOUS			
5100	Operation and maintenance of equipment			
5101	Rental and maintenance of computer equipment	1000	500	500
5198	Prior years' adjustment			
5199	Subtotals:	1000	500	500
5200	Reporting cost			
5201	Publication of guidelines/case studies	98,000	25,000	73,000
5220	Unspecified	0	0	0
5298	Prior years' adjustment			
5299	Subtotals:	98,000	25,000	73,000
5300	Sundr			
5301	Communications (telex, telephone, fax)	16,000	8,000	8,000
5302	Postage and pouch charges	5,000	2,500	2,500
5398	Prior years' adjustment			
5399	Subtotals:	21,000	10,500	10,500
5500	Evaluation			
5501	Monitoring & Evaluation Consultant (fees, travel & DSA)	22,500	5,000	17,500
5598	Prior years' adjustment			
5599	Subtotals:	22,500	5,000	17,500
5999	Miscellaneous Subtotals:	142,500	41,000	101,500
99	PROJECT GRAND TOTAL:	1,536,500	677,250	859,250
	CO-FINANCING PLAN			
	GEF Contribution	1,336,500		
	UNEP Contribution	200,000		

Annex 9: Workplan

Time required/ Activities per output	1998	J-M 1999	A-J 1999	J-S 1999	O-D 1999	J-M 2000	A-J 2000	J-S 2000	O-D 2000	J-M 2001
Management aspects										
- PM Recruitment	X	X								
- Selection and contracting of Regional Institutions	X	X								
- Establishment of POC	X									
- [institution] Agreement		X								
- First meeting of POC		X								
Project Output 1										
- <i>Activity 1.1</i>										
- Identification of topics and design of information gathering and management system.	X	X								
- Establishment of a reference web site format	X	X								
- Global and regional information gathering, translation and dissemination	X	X	X	X	X	X	X	X	X	
Project Output 2										
- <i>Activity 2.1</i>										
- Design of methodology for case studies, best practice analysis and for review of existing guidelines/tools	X	X								
- Development of Case Studies			X	X	X	X				
- Review of materials		X	X	X	X					
- <i>Activity 2.2</i>										
- Definition of issues (POC 1)		X								
- Identification of partners institutions and experts	X	X	X							
- Design of methodology and TORs	X	X	X							
- Preparation of background materials			X	X	X	X				
- Thematic/issue oriented workshops			X	X	X	X	X			
- Production of additional guidelines/tools (including peer review process)				X	X	X	X	X		
- <i>Activity 2.3</i>										
- Production of training materials on planning process		X	X	X						

Time required/ Activities per output	1998	J-M 1999	A-J 1999	J-S 1999	O-D 1999	J-M 2000	A-J 2000	J-S 2000	O-D 2000	J-M 2001
- Production of training materials on emerging issues					X	X	X	X		
- Delivery of training			X	X		X	X	X	X	
Project Output 3										
- <i>Activity 3.1</i>										
- Development of methodology for experience exchange workshops	X	X								
- Experience exchange workshops		X	X	X	X	X	X	X		
Monitoring and evaluation										
- POC Meetings		X	X	X	X	X	X	X	X	
- GEF Reports			X		X		X		X	
- External evaluation										X

Annex 10: Terms of Reference

- i. UNDP-GEF Project Coordinator**
 - ii. UNEP-GEF Project Manager**
 - iii. Terms of Reference Template for Sub-contractees in each of the sub-regions.**
(Note: these general ToR will be adapted individually for every sub-region)
 - iv. Project Oversight Committee**
 - v. Terms of Reference for Training Materials Development**
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Terms of Reference for the UNDP-GEF Project Coordinator (PC) for the GEF Biodiversity Planning Support Project

Background:

The purpose of this project is to strengthen the capacity of parties to the Convention on Biological Diversity (CBD) to prepare and implement National Biodiversity Strategies and Action Plans (NBSAP's) in response to Article 6 of the CBD. While developing and implementing GEF supported Biodiversity Enabling Activities, parties have identified a number of difficulties whose resolution goes beyond the technical and managerial support provided by the GEF Implementing Agencies. These include: inadequacy of existing information, materials and guidelines; a scarcity of appropriate expertise and experience; and difficulties in dealing with the complex and multi-sectoral nature of biodiversity planning.

This project is designed to draw on the full range of national and global experience to develop and provide the information, tools, training, and communication needed to develop and implement comprehensive, multi-sectoral, and timely NBSAP's, and to ensure a smooth transition between the development and implementation stages. Activities include the development of information services, preparation of technical and advisory materials, training, and enhancing horizontal exchange and co-operation among Parties.

Project Management:

Project implementation responsibilities are split between UNDP and its UN partner institution, UNEP. The UNDP-PC will provide overall project coordination and management and he/she will be based in UNDP's New York offices. He/she will work under the supervision of the UNDP member of the Project Oversight Committee (POC) and in close collaboration with UNDP-GEF Regional Coordinators and other staff as required. He/she will work with the UNEP-PM to prepare joint progress reports to the POC on a quarterly basis. These reports shall be made available to POC members 15 days prior to their meeting.

Overall guidance to the project will be provided by the POC. The POC will be comprised of representatives from UNDP, UNEP, the World Bank, the CBD Secretariat, IUCN, WRI, and two representatives of government stakeholders. Other input will be invited as required. The POC will meet quarterly via teleconference to discuss progress reports and make project decisions.

The PC will be responsible for overall project performance. In particular, he/she will be responsible for information and materials dissemination, the training modules to be developed and delivered, and all workshops for which UNDP is responsible. He/she will supervise one support staff person. He/she will be required to work closely and cooperatively with the UNEP-PM on all aspects of project implementation.

A substantial proportion of project work will be done by sub-contracted regional institutions in at least eight (8) distinct sub-regional groupings based on cultural, linguistic, ecological and logistical commonalities. A preliminary list of those sub-regional groupings follows: 1) Francophone Africa; 2) Anglophone Africa; 3) Latin America; 4) the wider Caribbean; 5) the Arab States (North Africa and the Middle East); 6) South, Southeast and East Asia; 7) the Pacific; and 8) Eastern Europe with Central Asia. The PC will be responsible for developing effective, collaborative working relationships with these institutions (once they have been chosen) in order to ensure successful project implementation.

Scope of Work:

1. Development of biodiversity planning information sharing network program at the global level and at the sub-regional levels

The purpose of this output is to enable country planning teams and decision makers to easily access and exchange among themselves specialized information on biodiversity planning and issues related to the CBD.

Specific tasks

- Develop a coherent, standardized web site format for organizing information and facilitating access to that information. The format would be used at the global and regional levels.
- Select partner institutions (NGO's or inter-governmental organizations) from the sub-regions and develop workplans/sub-contracts for institutions to gather, translate, and disseminate information and materials at regional and sub-regional levels on biodiversity issues and planning with a view to facilitating access by national planning teams and decision makers.
- Develop and implement a systematic effort to gather, translate, and disseminate information and materials at the global level on biodiversity issues germane to biodiversity planning with a view to facilitating access by national planning teams and decision makers. Global sources include UNEP, IUCN and the CBD Secretariat.
- Liaise and communicate with both IUCN and WRI throughout.

2. Lessons learned/best practice guidelines

The purpose of this output is to incorporate the experience of recent good practice and lessons learned from the BSAP process and make this analysis available to all other country planning teams. These "best practice" and "lessons learned" materials will also support the development of Output #3.

Specific tasks:

- Oversee the provision of information generated under Output 1 to the UNEP Project Focal Point, who is the one responsible for the quality production of this output.
- Develop an effective channel of communication between his/her office and the UNEP's focal point office. Perhaps the best way to do this is to develop an open and dynamic line of communication with the UNEP focal point from the beginning of the project.
- Keep up to speed with the UNEP's work in developing case studies. This will be important because these case studies will provide the foundation for the development of a number of training materials at the regional and global levels and the UNDP-PC will be responsible for overseeing these the development of these training materials.

3. Training packages for biodiversity planning

The purpose of this output is to provide training and "how-to" reference materials to improve the capacity of country planning teams to sufficiently undertake a fairly complex biodiversity planning process.

Specific Tasks

- Oversee the successful development of training materials by [institution]. This will involve working closely with [institution] to develop a solid, realistic workplan and substantive terms of reference to guide [institution]'s production of training materials in appropriate languages on the priority themes and aspects of biodiversity and biodiversity planning.

Note: Training materials will be developed on how to carry out the key steps of the planning process. Draft materials will be developed by a to-be-determined institution, followed by field testing by regional collaborators in accordance with the most up-to-date training methodologies and building on UNITAR's experience implementing the GEF funded CC-Train programme.

4. Develop, plan, and organize eight (8) sub-regional information exchange workshops

The purpose of this output is to enable planners to share their collective experiences with BSAP processes, problems encountered, solutions developed, to compare their experiences in implementing the strategies and action plans, to compare and adapt approaches, and to exchange regional expertise and materials.

Specific Tasks

- Organize the first round of 8 workshops during the first year. These workshops will be primarily for those countries that have already completed or are close to completing their NBSAPs. BSAP Coordinators, members of planning teams and key policy makers are the most likely participants.

- **Develop regional/global email links – a sustainable information exchange network – comprised of participants in the workshops, trainers, and other experts. These sustainable networks would facilitate the ongoing exchange of NBSAP experiences and ideas via regional, horizontal networks**
- **Organize the second round of workshops in each of the identified eight sub-regions. This will entail identifying the most suitable partner NGO or inter-governmental organizations with whom the project can enter into a contract. These institutions would then be contracted to organize the regional workshops. Regional exchange workshops will be conducted by the regional institutions in association with other NGO's, and intergovernmental bodies as appropriate, and in close consultation with countries. Training sessions will be conducted in association with the workshops based on needs. Information and materials developed under Outputs 1 and 2 will be utilized.**

Annex 10. ii. Terms of Reference for the UNEP Project Manager

Terms of Reference for the UNEP Project Manager under the GEF Biodiversity Planning Support Project

Background

The purpose of the Biodiversity Planning Support Project is to strengthen the capacities of Parties to the Convention on Biological Diversity (CBD) to prepare and implement National Biodiversity Strategies and Action Plans (NBSAPs) in response to Article 6 of the CBD. While developing and implementing GEF supported Biodiversity Enabling Activities, Parties have identified a number of difficulties whose resolution goes beyond the technical and managerial support provided by the GEF Implementing Agencies. These include: inadequacy of and difficulty accessing existing information, materials and guidelines; a scarcity of appropriate expertise and experience; and difficulties dealing with the complex and multi-sectoral nature of biodiversity planning.

This project is designed to draw on the full range of national and global experience to develop and provide the information, tools, training and communication needed to develop and implement comprehensive multi-sectoral, and timely NBSAPs and to facilitate a smooth transition between the planning stage and the implementation of the action plans. Activities include the development of information services, preparation of technical and advisory materials, training, analysis and dissemination of lessons learnt and enhancing horizontal exchange and co-operation among Parties.

The project is a joint effort by UNDP and UNEP, in co-operation with [institution]. The main responsibilities of each agency are outlined in the attached project document.

Project Management

Overall guidance to the project will be provided by the Project Oversight Committee (POC). The POC will be comprised of representatives from UNDP, UNEP, the World Bank, the CBD Secretariat, IUCN, WRI, and two representatives of government stakeholders. Other input will be invited as required. The POC will meet quarterly via teleconference to discuss progress reports and make project decisions.

The Project Manager (PM) will work under the supervision of the Chief, Biodiversity Unit of UNEP and in close collaboration with the UNEP Task Manager for NBSAPs, who will be UNEP's representative to the POC. The PM will have the overall responsibility to co-ordinate and manage the project activities assigned to UNEP and he/she will be based in Nairobi (UNEP Headquarters).

The PM will ensure efficient co-operation with the UNDP/GEF Project Manager to facilitate synergy and complementarity of all project activities. Progress reports to the GEF and to the POC should be jointly prepared and submitted. All correspondence between UNEP and the sub-

contracted regional institutions should be copied to the UNDP/GEF PM.

Scope of Work

The main duties of the UNEP-PM are:

Project Output 1: Specialised information on biodiversity planning and issues related to the CBD available, easily accessible to and exchanged among country planning teams and decision makers.

Specific tasks:

UNEP has the responsibility to gather relevant information at the global level. The PM will propose the type of information to be collected and identify and contact the sources of such information. Also, she/he will develop a methodology for collecting and managing the information in consultation with the UNDP/GEF PM who has the primary responsibility to gather information at the regional level and to disseminate it through the sub-contracted regional institutions.

Output 2: Guidelines based upon lessons learned, training modules and materials on biodiversity planning developed and delivered.

Specific tasks:

UNEP has the primary responsibility in the implementation of activities 2.1 and 2.2 of the project, which refer to (i) develop and revise lessons learnt, best practices, guidelines and other tools to enhance the biodiversity planning process; and (ii) organize thematic and issue oriented workshops on selected priority emerging issues critical to effective biodiversity planning. The results of these activities are a key input in the implementation of Activity 2.3 to be undertaken by UNDP and [institution]. Also, materials resulting of activity 2.1 will be disseminated by UNDP and the sub-contracted regional institutions. In this context the PM will:

- Design a methodology for the selection of relevant national experiences on biodiversity planning, as well as for systematically documenting such experiences with a view to make them available to CBD Parties. Case studies should be conducted in a participatory manner and should include both best practices and failures. It is desirable that the case studies include an in-depth analysis of the experiences of a wide range of countries both in the NBSAP process itself (e.g. how to integrate local governments in biodiversity planning; how to achieve consensus building with local communities, how to ensure participation of all economic sectors, etc.) and in addressing the various articles of the Convention in the planning process.
- Co-ordinate with NBSAPs' national co-ordinators and the sub-contracted regional institutions the development of the case studies referred to above to incorporate experiences of good practice and lessons learned from NBSAPs.

- As per Annex 6 of the project document (List of issues to be addressed) and in consultation with the UNDP/GEF PM prepare the background information (including the guidance from the CBD Conference of the Parties) with a view to enable the POC to decide on the emerging issues which will be addressed through activity 2.2. It is desirable that a decision is made on this matter during the first meeting of the POC to allow for appropriate planning and implementation of the activities. Pending the POC decision, the PM will initially give priority to the first 3 issues identified in Annex 6, namely: (i) methodologies for mainstreaming biodiversity planning in sectoral policies and plans (agriculture, forestry, fisheries, mining, tourism, infrastructure, education); (ii) socio-economic impact of plans and measures; and (iii) baseline data, indicators and monitoring
- Design a methodology for the development of guidelines/tools on the issues recommended by the POC, and identify the institutions and individuals that would participate in this process (develop and maintain a roster of relevant institutions and experts). Close consultation with [institution] is necessary to ensure effective use of end products for the development of the training packages referred to in Output 3.
- Develop terms of reference for the work to be carried out by the above partner institutions and individuals and co-ordinate the production of background documents for peer-review and discussions in the issue/thematic oriented workshops.
- Organise and conduct 8 issue/thematic oriented workshops and prepare the workshop reports.
- Co-ordinate the preparation and publication of guidelines and other documents produced as a result of activities 2.1 and 2.2.
- Liaise with the sub-contracted regional institutions to ensure translation and dissemination of the above documents.
- Facilitate the use of outputs of activities 2.1 and 2.2 in the preparation of the training modules and in their delivery as per Activity 2.3 under the responsibility of UNDP/[institution].
- Review and provide comments on the training packages and participate as much as possible in the training activities.
- Ensure that the experience and lessons presented in the sub-regional workshops (activity 3.1) are taken into consideration in the development of guidelines and other documents of activities 2.1 and 2.2 as they are made available.

Output 3: A dynamic, ongoing exchange of NBSAP experiences and ideas via regional, horizontal networks.

Although the primary responsibility for the implementation of activity 3.1 falls under UNDP, the PM will co-ordinate the four sub-regional workshops in Africa. For this purpose the PM will:

- Participate in the development of a methodology for the organisation of the workshops, under the UNDP/GEF PM leadership.

- Co-ordinate with the sub-contracted regional institutions and UNDP for the selection of the venue and timing of the African workshops.
- Prepare the workshop reports and make them available to UNDP for their dissemination.
- Participate as much as possible in the workshops of other sub-regions to help ensure coherence and quality of the workshops.

The PM should perform any additional activities as decided by the POC or as deemed necessary by UNDP and UNEP for the successful achievement of project objectives.

Annex 10. iii. Terms of Reference Template for [Sub-Regional Institution]

Terms of Reference for work conducted by [Sub-Regional Institution] under the GEF Biodiversity Planning Support Project

Background:

The purpose of this project is to strengthen the capacity of parties to the Convention on Biological Diversity (CBD) to prepare and implement National Biodiversity Strategies and Action Plans (NBSAP's) in response to Article 6 of the CBD. While developing and implementing GEF supported Biodiversity Enabling Activities, parties have identified a number of difficulties whose resolution goes beyond the technical and managerial support provided by the GEF Implementing Agencies. These include: inadequacy of existing information, materials and guidelines; a scarcity of appropriate expertise and experience; and difficulties in dealing with the complex and multi-sectoral nature of biodiversity planning.

This project is designed to draw on the full range of national and global experience to develop and provide the information, tools, training, and communication needed to develop and implement comprehensive, multisectoral, and timely NBSAP's, and to ensure a smooth transition between the development and implementation stages. Activities include the development of information services, preparation of technical and advisory materials, training, and enhancing horizontal exchange and co-operation among Parties.

Introduction:

A substantial proportion of project work will be done by sub-contracted institutions in distinct regional groupings based on cultural, linguistic, ecological and logistical commonalities. These ToR describe the work to be conducted by the selected sub-regional institution in this sub-region. This sub-region includes the following countries: [list of countries].

The purpose of the work to be undertaken by [sub-regional institution] under this sub-contract is to enable country planning teams and decision makers in the sub-region to easily access and exchange among themselves specialized information on biodiversity planning and issues related to the CBD.

The [sub-regional institution] will work directly with the UNDP Project Manager and will submit progress reports to the project manager on a quarterly basis. In addition, [Sub-regional Institution] will work cooperatively with the UNEP project focal point in order to assist with the development of lessons learned and best practices guidelines.

Specific tasks to be undertaken by [sub-regional institution]:

1. Working closely with the UNDP project manager, develop a simple, useful and user-friendly mechanism to foster constant informal exchange of information and experiences between

countries. The mechanisms will be established at the sub-regional levels and will be comprised at least in part by a standardized reference web site format and local language sites for organizing information and facilitating access to that information. The institution will ensure that information and materials are available on this web-site.

The institution will maintain contact with non-web enabled countries in part by providing fax information summaries and information packages via traditional mail.

2. Facilitate and enable biodiversity planning information exchanges throughout the sub-region.

- ◆ Actively gather, translate, and disseminate biodiversity planning information and materials via mechanisms established under term #1 in collaboration with members of national planning teams, regional scientists/ experts, academic organizations, and shared with other regions and the global focal points.

To the extent possible, information at the regional and sub-regional level should be gathered on the following preliminary list of emerging technical and policy issues in biodiversity planning:

- methodologies for mainstreaming biodiversity planning in sectoral policies and plans (agriculture, forestry, fisheries, mining, tourism, infrastructure, education);
- socio-economic impact of plans and measures;
- baseline data, indicators and monitoring.

This list is still an “open” list and workshops on other emerging issues may be held as decided by the Project Oversight Committee, based on COP guidance and GEF Council decisions. Specific guidance is needed to enable countries to actually integrate these emerging issues into their NBSAPs in a meaningful way.

Biodiversity Planning Process:

- **information management** for BD planning (planning with limited information)
- methods for participatory planning
- decentralized planning
- communication techniques for building awareness and achieving political support
- **consensus building, conflict resolution and priority setting**
- policy and strategy formulation
- **action plan formulation (including financial strategies)**
- facilitating Action Plan implementation
- collection of baseline information; assessment of data management skills.

These methodological “planning process” tools are needed to enable countries to develop strong, multi-sectoral NBSAPs.

- ◆ Develop, post and maintain world-wide-web rosters of regional experts in BD planning.

3. Provide information and inputs from the sub-region into the subsequent UNEP-led project-supported efforts to develop lessons learned and best practice guidelines.

- ◆ The [sub-regional institution], in collaboration with members of national planning teams, regional scientists/experts and academic organizations in the sub-region, is to undertake a review of country experiences with respect to new and innovative “best practices” and lessons learned from the BSAP process. This will be done using a standardized methodology to be developed by UNEP.
- ◆ In consultation with UNEP, determine which case studies will be produced in the sub-region. The [sub-regional institution] will then be responsible for developing the case studies illustrating best practice and lessons learned where appropriate.

The case studies will be delivered to UNEP/UNDP by a to be determined deadline.

- The case studies and guidelines will be important source of information for the institution developing its training materials in its work to develop BIO-PLAN training materials at the regional and global levels.

4. Organize two regional exchange workshops for BSAP Coordinators, members of planning teams and key policy makers.

The purpose of these workshops is to build the capacity of country planning teams by enabling planners to exchange regional expertise and materials by sharing their collective experiences with BSAP processes, problems encountered, solutions developed, commonalities and differences in implementation, and to compare and adapt approaches.

- ◆ The first regional workshop will be organized and held sometime between 1/99 and 6/99. Countries that have already completed their NBSAPs or are nearing completion of them will be the focus of this workshop.
 - [Sub-regional institution] will be responsible for preparing workshop reports and for making them available to UNEP for the incorporation of this information into best practice/lessons learned guideline documents.
- ◆ The second regional workshop will be organized and held between 1/00 and 6/00. Best practice guidelines and lessons learned as well as training modules developed by the project will be delivered to national planning teams for every country in the region as appropriate.

Annex 10. iv. Term of Reference for the Project Oversight Committee

Terms of Reference for the Project Oversight Committee under the GEF Biodiversity Planning Support Project

The Project Oversight Committee (POC) will be responsible for reviewing all the project activities and reviewing the status and needs of each sub-region and, where necessary, of individual countries. The POC will provide overall guidance to the project. The POC will be comprised of representatives from UNDP, UNEP, the World Bank, the CBD Secretariat, the GEF Secretariat, IUCN, WRI, other cofinancing partners, and two representatives of recipient government stakeholders. Other input will be invited as required. The POC will meet quarterly via teleconference to discuss progress reports and make project decisions. When possible, the POC may decide to hold meetings in conjunction with the regional exchange workshops organized under this project, or other such international meetings where most, if not all, members would be present.

The responsibilities of the POC are to:

1. Review and approve the project workplan;
2. Review and approve of the preliminary list of emerging issues and planning process problem areas to enable work to begin on information collection and training material preparation;
3. Provide oversight of project implementation by monitoring the progress of the project against its stated milestones and specific outputs. (This task will be facilitated by quarterly progress reports prepared by the two Project Managers);
4. Approve of the number and scope of the regional and thematic workshops being organized under the project;
5. Facilitate the project's "double-loop" learning implementation approach.

Annex 10. v. Terms of Reference for the Development of Training Materials

Terms of Reference for Training Materials Development under the GEF Biodiversity Planning Support Project

Background:

The purpose of this project is to strengthen the capacity of parties to the Convention on Biological Diversity (CBD) to prepare and implement National Biodiversity Strategies and Action Plans (NBSAP's) in response to Article 6 of the CBD. While developing and implementing GEF supported Biodiversity Enabling Activities, parties have identified a number of difficulties whose resolution goes beyond the technical and managerial support provided by the GEF Implementing Agencies. These include: the inadequacy of existing information, materials and guidelines, a scarcity of appropriate expertise and experience; and difficulties in dealing with the complex and multi-sectoral nature of biodiversity planning.

This project is designed to draw on the full range of national and global experience to develop and provide the information, tools, training, and communication needed to develop and implement comprehensive, multi-sectoral, and timely NBSAP's, and to ensure a smooth transition between the development and implementation stages. Activities include the development of information services, preparation of technical and advisory materials, training, and enhancing horizontal exchange and co-operation among Parties.

Introduction:

The project manager for [the sub-contracted institution] will work closely with the UNDP project coordinator. [The sub-contracted institution] will be responsible for reporting to the UNDP project manager and for keeping UNDP regularly informed as the status of the production effort. In addition, [institution] will work cooperatively with the UNEP project focal point in order to draw upon the information generated under BPSP output #2 (lessons learned, best practices guidelines), to be produced by UNEP. In addition, [the institution] will work closely with regional and national expert institutions in developing countries, particularly those which have experience in developing strategies and action plans. The [sub-contracted institution] will draw upon their experience and expertise in developing the training packages and in the delivery of training and follow-up support. The [sub-contracted institution] will deliver the training materials in appropriate, regional languages (English, Spanish, French, Portuguese, Arabic, Russian, Chinese). The final list of languages will be determined in discussions among UNDP, UNEP, and the [sub-contracted institution].

The purpose of the work to be undertaken will provide country planning teams and decision makers world-wide with specific "how-to" training and biodiversity conservation planning materials. These materials will enable country teams to more adequately address the very complex and multi-sectoral considerations that are crucial to an effective biodiversity conservation strategy.

Specific Tasks to be undertaken by the [sub-contracted institution]:

The [sub-contracted institution] will develop and deliver two overall training packages and follow-up coaching and technical support to country planning teams.

1. Development of Training Packages:

Two overall training packages will be produced to meet the country-identified needs technical-related issues and with respect to planning process-related issues.

- ❖ Training package #1 will enable countries to knowledgeably and effectively incorporate emerging technical issues into their planning and implementation process. The package will be comprised of modules designed to clarify one or a related group of priority policy and technical-level issues. The content of each module and number of modules needed will be determined after an initial period of stakeholder consultation. The following is a preliminary list of emerging technical and policy issues identified in biodiversity planning:

- methodologies for mainstreaming biodiversity planning in sectoral policies and plans (agriculture, forestry, fisheries, mining, tourism, infrastructure, education);
- socio-economic impact of plans and measures;
- baseline data, indicators and monitoring.

This list is still an “open” list and workshops on other emerging issues may be held as decided by the Project Oversight Committee, based on COP guidance and GEF Council decisions. Specific guidance is needed to enable countries to actually integrate these emerging issues into their NBSAPs in a meaningful way.

- ❖ Training package #2 will facilitate the biodiversity planning process by providing stakeholders with training modules (documents and guidelines) detailing “how to” effectively conduct the key steps in the national biodiversity strategic and action planning process. These planning process materials will include a workshop package, a training package (with modules) and a handbook. The materials will be designed so as to be complementary to the WRI/IUCN/UNEP Guidelines).

The following list of priority subject matter will be finalized after an initial period of stakeholder consultation. This list of planning process issues identified by stakeholders during project development:

Biodiversity Planning Process:

- Planning with limited information: information and data management for BD planning
- methods for participatory planning (private sector, resource users, local communities, NGO’s, local governments)
- decentralized planning
- communication techniques for building awareness and achieving political support
- consensus building, conflict resolution and priority setting
- policy and strategy formulation
- action plan formulation (including financial strategies)

- facilitating Action Plan implementation
- collection and organisation of baseline information, including data management skills
- integration of NBSAPs into mainstream national development policies

These methodological “planning process” tools are needed to enable countries to develop strong, multi-sectoral NBSAPs.

Source materials to be used in the development of training materials:

Training packages will be developed based upon several different source-groups of materials, especially the lessons learned and case studies produced by UNEP over the course of the project. The [sub-contracted institution] will work closely with UNEP and other international, regional, and national institutions in order to have access to lessons learned and case study materials at the earliest stage of project implementation.

While the [sub-contracted institution] (in consultation with UNDP/UNEP) will finalize this list in the first two months of project implementation, the following is a list of source materials to be utilised:

- Guidelines prepared by GEF’s STAP program on key technical issues of concern
- WRI’s Biodiversity Planning Guidelines and any other related materials
- IUCN’s materials produced under their Global Biodiversity Support Program
- GEF Biodiversity Enabling Activity Review documentation
- Materials from relevant bilateral programmes like USAID.
- Preliminary national biodiversity strategies and action plans, and
- Regional publications and materials which have international relevance

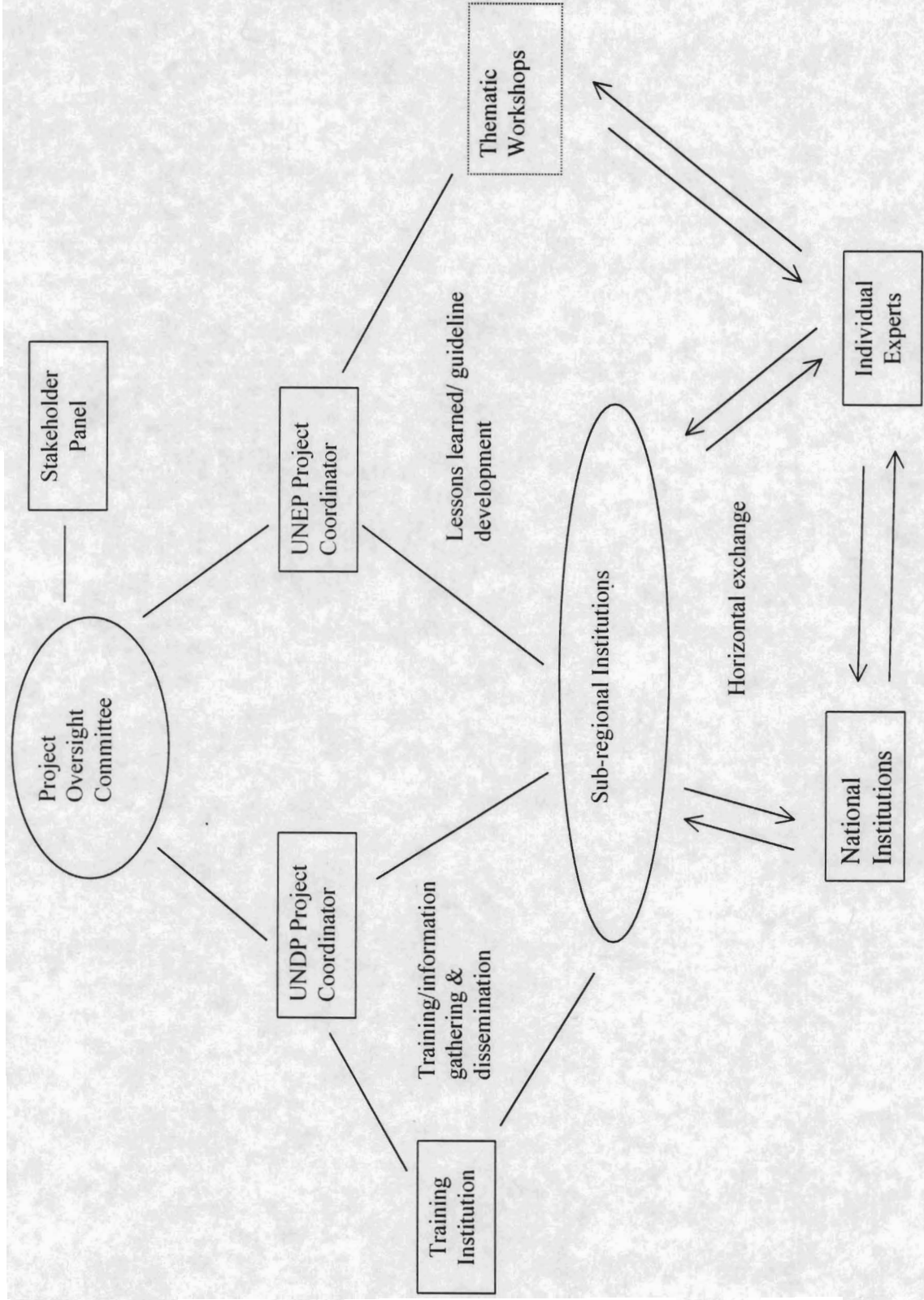
2. Provision of Coaching and Technical Support

The [sub-contracted institution] will provide technical support to selected institutions in each of the sub-regional areas.

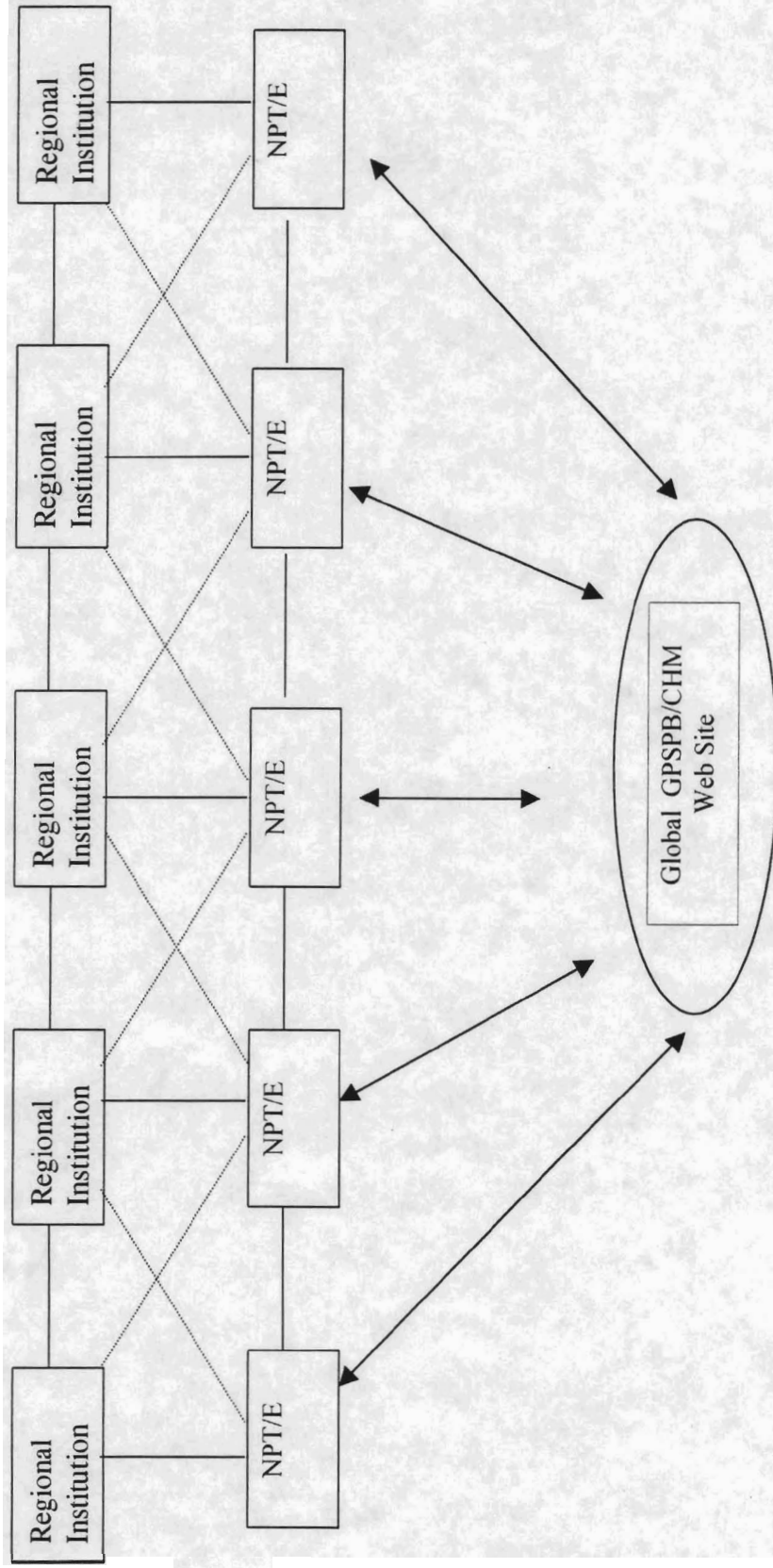
Following the development of the training materials, the [sub-contracted institution] will fine-tune and customize these for each region through collaborators at the regional level. Partnering with institutions in each region selected by the project, the [sub-contracted institution] will provide technical and coaching support to the regional “partners” who will establish virtual networks of expert trainers/facilitators. This will be done initially through a round of sub-regional workshops in 1999 for countries well along the way to completing their NBSAPs. This support will continue throughout the year until eight more follow-up workshops are held in the year 2000 for countries in the earlier stages of their NBSAP efforts.

The regional partners will be involved in the overall design and formulation of the “global” packages and contracted to adapt the global packages for regional application. Regional partners will develop working networks of expert trainers/facilitators who can participate in the delivery of training based on the international/regional packages and provide technical support at the country level. The virtual networks will be identified, maintained and activated by the regional partners in partnership with the project with support from [the sub-contracted institution].

Annex 11: Project Implementation Organogram: Developing training materials & enabling information exchange



Annex 12: Post-project implementation: web-enabled institutions and planning teams



NPT/E = National Planning Teams/Expert