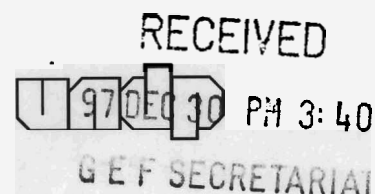


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**United Nations Development Programme**  
GLOBAL ENVIRONMENT FACILITY (GEF)



23 December 1997

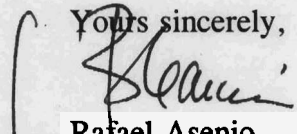
Dear Mr. El-Ashry,

Subject: **RAF/97/G31/C/1G/31 - African NGO-Government Partnerships for Sustainable Biodiversity Action**

I am pleased to enclose the project entitled "African NGO-Government Partnerships for Sustainable Biodiversity Action" approved by the GEF Executive Council Meeting in May 1997.

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

Mr. Mohamed El-Ashry  
Chief Executive Officer  
Global Environment Facility  
Room G6005  
1776 G Street  
Washington, D.C. 20433

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*Street Address: 304 East 45th Street, 10th Floor*  
*Mail Address: One United Nations Plaza, Room No. 1094, New York, N.Y. 10017*  
*Telephone: (212) 906-5730*  
*Fax: (212) 906-6998*

**UNITED NATIONS DEVELOPMENT PROGRAMME  
GLOBAL ENVIRONMENT FACILITY**

**PROJECT DOCUMENT**

**Project No.:** RAF/97/G31/C/1G/31  
**Title:** African NGO-Government Partnerships for Sustainable Biodiversity Action  
**Duration:** Five years  
**Project Site:** Africa  
**ACC/UNDP Sector:** 200/201 (Environment)  
**GEF Financing:** \$4,330,000  
**Executing Agency:** UNOPS  
**Implementing Organisation :** BirdLife International

**UNDP and co-financing**

UNDP-GEF: \$4,330,000

Other: -----

**TOTAL: \$4,330,000**

**National Counterpart Organisations :**

|              |  |
|--------------|--|
| Burkina Faso | Naturama   |
| Cameroon     | Cameroon Ornithological Club   |
| Ethiopia     | Ethiopian Wildlife and Natural History Society (EWNHS)                                       |
| Ghana        | Ghana Wildlife Society (GWS)   |
| Kenya        | East Africa Natural History Society (EANHS)  |
| Sierra Leone | Conservation Society of Sierra Leone (CSSL) <sup>3</sup>                                     |
| South Africa | BirdLife South Africa  |
| Tanzania     | Wildlife Conservation Society of Tanzania (WCST)   |
| Tunisia      | Association Tunisienne de Recherche et d'Informations sur les Vertebres (ATRIV) <sup>3</sup> |
| Uganda       | East Africa Natural History Society (Uganda) (EANHS (U))                                     |

**Estimated starting date:** January 1998

**Brief description:** The project objective is to enhance biodiversity conservation in Africa through local and national NGO-government partnerships in the Important Bird Area process<sup>1</sup>. Using birds as biodiversity indicators<sup>2</sup>, national teams identify sites, known as Important Bird Areas (IBAs), agree on priorities for action, advocate and monitor their conservation. IBAs are identified using objective international criteria, resulting in a comprehensive set of sites of global biodiversity significance, and encompassing all the major biomes in Africa. Appropriate participation guarantees the process belongs to an in-country constituency, greatly enhancing the prospects of conservation action. Since 1994, national institutions in an Africa-wide network have been collaborating in the IBA process. This project will scale-up the process continent-wide by developing existing national programmes in 10 countries. Regional coordination and sharing of skills will be enhanced, and the institutional base and sustainability consolidated to permit the expansion and replication of the process in a further suite of African countries.

<sup>1</sup> The Important Bird Area (IBA) process is the application of internationally agreed criteria to define the global importance of sites for biodiversity conservation at a national level, followed by a cycle of monitoring, action and advocacy to ensure the conservation of sites, in perpetuity. National and local capacity for achieving biodiversity conservation is built through the process.

<sup>2</sup> An integral part of human cultural systems, widespread, taxonomically well known, and easily surveyed, birds accurately indicate locations of sites critical for conservation of terrestrial global biodiversity. See Thirgood, S.J. & Heath, M.F. 1994. Global patterns of endemism and the conservation of biodiversity. Pages 207-227 in Systematics and Conservation Evaluation. Oxford, UK: Oxford University Press.



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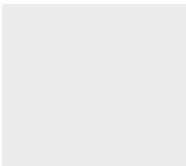
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On behalf of: Signature Date Name/Title

Government of Burkina Faso \_\_\_\_\_

Government of Cameroon \_\_\_\_\_

Government of Ethiopia \_\_\_\_\_

Government of Ghana \_\_\_\_\_

<sup>3</sup>[Government of Kenya \_\_\_\_\_]

<sup>3</sup>[Government of Sierra Leone \_\_\_\_\_]

Government of South Africa \_\_\_\_\_

Government of Tanzania \_\_\_\_\_

<sup>3</sup>[Government of Tunisia \_\_\_\_\_]

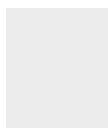
Government of Uganda \_\_\_\_\_

Executing Agency (UNOPS): \_\_\_\_\_

UNDP: \_\_\_\_\_

<sup>3</sup> This Project Document will not be circulated to or signed by either the Tunisian or Sierra Leonan governments because circumstances have changed with respect to governments and NGOs since the GEF Project Brief was accepted by GEF Council in May 1997. In Sierra Leone civil conflict has rendered both government and UNDP organs temporarily ineffective, though it is worth noting that the NGO remains operational although it's effectiveness is severely impaired. In Tunisia the NGO has undergone major change and will require further time in order to become properly effective. Both countries will be brought be back into the project through the UNDP in-country PAC and government sign off processes as soon as conditions allow. A delay of one year is anticipated in both countries at this stage. In 1 Ethiopia and Kenya, the in-country PAC process has been slower than expected. It is currently envisaged that there will be six and three month delays respectively in these countries.





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## SECTION A. CONTEXT

### A. 1 Description of the subsector

#### *Biodiversity Overview*

Africa (including Madagascar) and its associated islands support over 22% of the world's 9,700 bird species<sup>4</sup>. In Africa, 42 areas are known as centres of avian endemism (including the Eastern Arc mountains of Tanzania, Kenya and Malawi, the dry forests of western Madagascar, the Upper Guinea forests and the South African grasslands)<sup>5</sup>. Birds are proven indicators of species-rich faunal and floral hotspots, revealing critical concentrations of terrestrial biodiversity where conservation efforts can be targeted<sup>6</sup>. Over 800 bird species are also uniquely confined within one of the continent's 15 major biomes (notably to forests). The project uses birds as biodiversity indicators to identify a comprehensive set of sites, encompassing all the major biomes in Africa, and known as 'Important Bird Areas' or 'IBAs'. The project covers all four key ecosystems identified for action within GEF Operational Programmes.

#### *Biodiversity Status*

Clearance of forest, lowland and montane, is a major threat to biodiversity in Africa, accounting for the 'threatened' status of 60% of bird species at risk. Since 1990, rates of closed canopy forest loss are thought to have reached 1% per annum<sup>7</sup>, and such losses have been greater in Africa than other continents, with rainforest, which is thought to hold over half of Africa's biota, now covering only 7% of the land surface (one third of its historical extent). Rates of forest loss are known to be highest in biologically rich areas<sup>8</sup>. Clearance of non-forest habitats is also a major threat (the cause of risk to 15% of bird species). Fire, overgrazing, fuelwood and timber cutting are the principal causes of habitat degradation in arid and semi-arid areas. Over 10% of threatened species in Africa are waterbirds, largely as a result of wetland drainage and conversion to agriculture. The project will result in local efforts to protect critical sites for birds and other biodiversity and will also train and empower the conservation community, at national and regional levels, to advocate widely for change towards more sustainable use of natural resources.

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4 Of these 2,200 species, approximately 75% are endemic to the continent. Extinction threatens 212 species and, with another 117 classified as near-threatened, over 15% of the Africa's bird species are at risk - Collar, N.J., Crosby, M.J. & Stattersfield, A.J. 1994. *Birds to Watch 2: The World List of Threatened Birds*. Conservation Series Number 4. Cambridge, UK: BirdLife International.

5 ICBP. 1992. *Putting Biodiversity on the Map*. Cambridge, UK: BirdLife International.

6 As an integral part of human cultural systems, as well as being widespread, taxonomically well known, and easily surveyed, birds can accurately indicate locations of sites critical for conservation of terrestrial global biodiversity. See Thirgood, S.J. & Heath, M.F. 1994. Global patterns of endemism and the conservation of biodiversity. Pages 207-227 in *Systematics and Conservation Evaluation*. Oxford, UK: Oxford University Press.

7 Sayer, J. Harcourt, S. & Collins, M. 1992. *Tropical forest atlas of Africa*. UK: Macmillan.

8 Balmford, A. & Long, A. 1994. Avian endemism and forest loss. *Nature* 372: 623-624.



### *Social/Cultural/Economic Status*

Biodiversity loss and degradation of all habitat types is closely linked to the root causes of human poverty, in particular population growth and falling agricultural output. In consequence, people exploit marginal lands, such as the poor soils of semi-arid and forest areas. Traditional practices of shifting agriculture, pastoralism and land tenure systems break down for the lack of 'new' land to bring into production, while soil fertility is reduced by short fallow cycles and frequent burning. Natural wood is considered a free resource, for both fuel and building material, for which there are no obvious alternatives. Combined with the consequences of commercial logging and poor forest management, these phenomena all contribute to habitat loss in Africa. Carefully targeted mechanisms which encourage and enable people to live with minimal impact on habitats such as forests are, therefore, essential if a high proportion of African biodiversity is to be conserved.

### *Institutions/Regulations*

Collaborating institutions contribute to national planning processes (e.g. in Sierra Leone to TFAP<sup>9</sup> and NEAP<sup>10</sup> preparation) by providing objective data on biodiversity conservation priorities. The identification of key sites through the generation of cross-checked, field-based data gives governments a level of detail and precision otherwise difficult to attain. Work carried out to date will contribute to national Biodiversity Strategies, currently in preparation in a number of the participating countries with GEF Enabling Activity funding. The programme will also assist these countries to implement Biodiversity Strategies and Action Plans and to fulfil their obligations under the Convention on Biological Diversity<sup>11</sup>. The network already participates in GEF programmes in East Africa, Cameroon and Ghana<sup>12</sup>, as well as in the Small Grants' Programme administered by UNDP<sup>13</sup>.

### *Project History*

In 1985, a European group, a forerunner of the current applicants, began to identify 2,400 Important Bird Areas in 32 European countries<sup>14</sup> and now advocate national conservation agendas based on IBA analyses. This example was followed by other regional groups of NGOs, governments and collaborating institutions. Similar work has revealed 391 IBA sites in 14 Middle Eastern<sup>15</sup> countries, and programmes run by regional networks of collaborating organisations are now underway in the Americas and Asia. Site identification has led to a wide

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9 Tropical Forestry Action Plan.

10 National Environmental Action Plan.

11 Notably CBD Art. 6 (requiring development of strategies, plans and programmes for conservation and sustainable use of biodiversity); Art. 7 (dealing with monitoring), and Art. 8 (concerning *in-situ* conservation and development of protected area networks).

12 Institutional support to protect East African biodiversity (BirdLife Partners in Kenya, Uganda and Tanzania) (GEF: RAF/92/G31); Cameroon: Biodiversity Conservation and Management (CM/GE/311); Coastal Wetlands Management in Ghana (RSPB, Ghana Wildlife Society, Wildlife Clubs of Ghana) (GH/GE/833).

13 For example, the KIPEPEO butterfly farming seeks sustainable income for communities around Arabuko-Sokoke Forest, an internationally important area for biodiversity conservation in Kenya (East Africa Natural History Society).

14 Grimmett, R. F. & Jones, T. A. 1989. *Important Bird Areas in Europe*. ICBP Technical Publication No.9 Cambridge, UK: ICBP. 11 out of the 32 countries covered in the European programme have published national IBA directories in national languages.

15 Evans, M. I. 1994. *Important Bird Areas in the Middle East*. BirdLife Conservation Series No. 2.





range of site-specific conservation measures, such as inclusion in European Union regional and national legislation and the creation of local patron groups which play an active role in site monitoring and conservation. In Africa, a preliminary forest-based analysis has been undertaken<sup>16</sup> and this has already led to the African network pursuing site-based conservation initiatives at a range of sites, e.g. in Cameroon and Kenya, plus action by other agencies at a range of locations elsewhere.

Regional meetings of the African network<sup>17</sup> of NGOs and collaborating institutions agreed unanimously to support the establishment of a rolling suite of national programmes throughout Africa founded on the IBA process (as resources and circumstances allowed). BirdLife Partners<sup>18</sup> have provided funds since 1994, and continue to do so. With GEF funding, members of the network seek to increase significantly the resources available for the five year period 1997-2002, to reinforce and further the success and sustainability of the programme.

## **SECTION B. PROJECT JUSTIFICATION**

### **B.1 Problem to be addressed: the present situation**

This project aims to enhance biodiversity conservation in Africa by identifying, monitoring and advocating for the protection of key habitats through NGO-government partnerships in the Important Bird Area process (see Section D). This coincides with the current GEF operational strategy which seeks to prevent environmental degradation by encouraging and strengthening partnerships to address problems at the regional level through scientifically sound cost-effective measures. Implementation of the project will also constitute a significant step toward continuing fulfillment of the obligations of the Convention on Biological Diversity by the countries involved (see Section A). This will be especially relevant with regard to articles 3 (preventing damage to the environment), 6 (cross-sectoral integration of biodiversity conservation), 7 (the identification and monitoring of critical components of biodiversity), 8 (*in situ* conservation and development of protected areas network) and 13 (promoting and encouraging understanding of biodiversity conservation)).

#### *Development of a Network of important biodiversity sites*

The GEF Operational Strategy aims to maintain a network of conservation areas across key ecosystems and this project supports the same goal. NGO-government partnerships in each country apply well-established criteria to select lists of biodiversity sites, then monitor all sites regularly and set priorities for action. Application of Important Bird Area site selection criteria to these data provide new insights into national protected area systems, focus attention on sites of biodiversity value, and reclaim data in a form which promotes wide understanding. This helps to rekindle a sense of local and national ownership which may have been lost. The assessment of existing or planned action (both governmental and NGO) reveals gaps in coverage which need to be filled. Such gap analyses lead to a national portfolio of priority

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16 Collar, N.J. and Stuart, S. M. 1988. Key forests for threatened birds in Africa. International Council for Bird Preservation Monograph No.3. Cambridge, UK: ICBP.

17 At the Pan-African Ornithological Congress (PAOC) in Burundi in 1992 and the African Regional Partnership meeting during the BirdLife World Conference in Germany in 1994.

18 Notably, the Royal Society for the Protection of Birds (RSPB), the European Union and the UK Government's Overseas Development Administration and Darwin Initiative.

initiatives which draw on all the relevant in-country expertise to ensure cost-effective and sustainable conservation of a representative network of sites.

The project is advancing our knowledge of all four GEF target ecosystems. Publications form a permanent and easily accessible record, but information is also shared through linked databases<sup>19</sup>. National Liaison Committees, meetings and a range of other forms of advocacy ensure that results are widely available at all key levels. For the CBD process, data are provided to the relevant national point of access (e.g. the National Environment Secretariat in Kenya). At a global level, verbal and written inputs are made at NGO fora, as well as at meetings of the Conference of Parties, Clearing-House Mechanism, Subsidiary Body on Scientific, Technical and Technological Advice, and the Commission on Sustainable Development (including the Intergovernmental Panel on Forests).

#### *Developing the cadre of national conservationists*

A pool of conservation awareness is developing in Africa. People increasingly understand the threats sites face and often feel a sense of ownership and care deeply about the future of individual sites. A constituency for each biodiversity site needs to be developed: communities empowered to provide effective advocacy and action. The cadre of trained specialists also exists but needs support to broaden and strengthen national capacity. Increasingly, national cadres are becoming capable of research, action and advocacy in wider environmental fields (such as those covered in other GEF focal areas). Such groups are aware of the importance of both immediate and root causes of biodiversity loss, and that solutions need to be sought across Africa, through government and NGO collaboration, through further increases in public awareness and in capacity to implement conservation action.

Many of the programme activities are already under-way and actively taking account of local circumstances in participating countries. In Ethiopia, the national NGO (EWNHS) has signed an agreement with government (Ethiopian Wildlife Conservation Organisation) which supports surveys being undertaken in protected areas. Staff from the National Museums (a parastatal) in Kenya are working on Important Bird Area programmes alongside volunteer members from the EANHNS.

## **B.2 Expected end of project situation**

At the end of five years of GEF funding there will be active partnerships in 10 African countries collaborating in the monitoring and conservation of all the most important sites for biodiversity in each country. National systems will be established for regular monitoring, advocacy and site-specific action (where necessary) to ensure the conservation of all sites in perpetuity. There will be cadres of trained government and NGO staff and well-established community groups and volunteers taking responsibility for monitoring of individual sites, in close liaison with the national NGO-government partnership and National Liaison Committee. Staff, communities and volunteers will have received training and experience in many aspects, including biodiversity survey and data handling, priority-setting, community participation and advocacy techniques.

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<sup>19</sup> Data are increasingly available electronically; those from the IBA processes in Europe and the Middle East are being disseminated by such means. It is anticipated that data from the African regional programme will be incorporated into African databases and information networks as they emerge - such as the GEF-financed REIMP in Central Africa.

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National databases will be established in all participating countries and will be maintained and up-dated at least annually as part of the routine sites monitoring process. Data on sites, the threats to them and the priorities for action will be fed routinely into national (government) and regional planning processes, such as Biodiversity Strategies and Action Plans. Data will also be fed into regional databases within Africa and widely published and disseminated as part of national and regional advocacy programmes.

At the regional level, the programme will be functioning to coordinate, to share experiences and expertise and ensure that widest possible advocacy is achieved for the protection of all the identified biodiversity sites. The IBA approach and specific techniques and methods used successfully in the course of project implementation will also be promoted and advocated regionally and internationally. A suite of new countries will have been invited to participate in the African programme, potentially under a second phase GEF project. Sub-regional programme coordination will have been established through the creation of new sub-regional coordinator positions and much of the responsibility for planning, managing and monitoring the programme will have transferred into the African region.

During the five years of GEF funding, financial sustainability will also have been created. This will be done through building national capacity to raise and manage funds from sources other than GEF and through the creation of strong national partnerships and local constituencies which are not dependent on significant external funding to ensure on-going monitoring and advocacy programmes. Sustainable funding mechanisms (such as trust funds and endowments) will have been evaluated and set in place, where appropriate, for regional coordination activities and specific site conservation projects.

### **B.3 Target beneficiaries**

Target beneficiaries are national governments, NGOs and their staff, local site-adjacent communities and individuals, other participating local, national and regional institutions. National governments benefit from additional support to processes such as national conservation planning, priority setting and through obtaining improved data and new methods of analysis relating to biodiversity sites. This supports governments in fulfilling their obligations under international conventions such as the Convention on Biological Diversity (e.g. the production of Biodiversity Strategies and Action Plans). NGOs benefit through participation in collaborative projects with government, through strengthening their own administrative and technical capacity as a result of taking part in project implementation. Both governments and national NGOs benefit through increased mutual collaboration and through the many and varied training opportunities included in the project.

At the local level, communities and individuals will benefit from increased awareness of the importance and need for conservation and management of their local sites, and from possibilities of employment and training under the project. It is possible that, in some instances, site adjacent communities might experience restrictions on resource exploitation as a result of conservation action taking place at the site. However, the whole approach of the project is designed to promote participation and involvement of local stakeholders in any conservation plan or action, as a result of which the needs of local communities will be heard and incorporated in site management plans. Compensatory benefits for local communities at such sites might include increased levels of tourism revenue as a result of the biodiversity interest or

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an integrated conservation and development programme, established by a development assistance agency, and designed to deliver community development benefits in parallel with biodiversity conservation.

#### **B.4 Project strategy and institutional arrangements**

##### *Project Description*

The programme is based on implementation of the Important Bird Area (IBA) process. The 'IBA process' is the application of internationally agreed criteria to define the global importance of sites for biodiversity conservation at a national level, followed by a cycle of monitoring, action and advocacy to ensure the conservation of sites, in perpetuity. National and local capacity for achieving biodiversity conservation is built through the process. Four stages have been defined: 1) setting-up the institutional framework; 2) site identification and survey plus inventory compilation; 3) setting priorities and implementing advocacy, monitoring and action for key sites; 4) establishing a sustainable management cycle. Public understanding and awareness of the IBA programme will be a key component of its success and this will be a consistent theme through all four stages of the programme. Seven programme Outputs are detailed in the attached Logical Framework (Section D).

Stage 1 includes the creation of a National Liaison Committee (NLC) to foster NGO and governmental links and the transfer of information to government decision-makers. A national institution, normally an NGO (e.g. the Ethiopian Wildlife and Natural History Society (EWNHS) or Ghana Wildlife Society (GWS)) is given lead responsibility for the programme. A national programme coordinator is appointed (usually attached to the lead NGO).

Stage 2 begins with a workshop involving relevant biodiversity experts (NGO, government and other) to generate a preliminary sites list using the agreed selection criteria and covering all the country's main habitat types. Existing protected areas are reassessed and often qualify as IBAs, increasing the justification for their continued conservation. Many new sites are also identified and, critically, are brought onto the national agenda for the first time. The coordinator also leads a team of nationals to carry out targeted field surveys to fill any major gaps in coverage identified and to start the process of local consultation and participation in the process by site adjacent communities, where applicable. Individual site accounts are compiled, detailing local land tenure systems, protection status, threats and related conservation issues alongside biodiversity importance. This inventory is published in the appropriate national language and the data are entered onto a customised database available to all participants.

Stage 3 continues with a programme of advocacy, monitoring and action. All major stakeholders participate in the NLC, including representatives from local, site support groups. Data are thus available to relevant government and agency staff immediately and information is distributed more widely through radio broadcasts, posters, maps, articles and other media. An analysis of threat, biodiversity importance and degree of real protection identifies those sites at which immediate action may be needed to prevent loss or degradation. For non-threatened IBAs, local site action may be simply on-going monitoring and advocacy to ensure that the conservation status remains favourable and to reinforce the biodiversity importance of the site in local, national and regional policy and planning processes. For threatened or degraded IBAs, a detailed action plan and programme of site protection or restoration may be required. In many cases, such additional action is beyond the scope of the national IBA programme, in which case the programme will advocate and stimulate the necessary action by third parties (e.g. bilateral



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government-assistance agency programmes). In a few instances, the network has included in its own programme, integrated conservation and development projects at very high priority sites (see 'Sustainability and Participation: Site Actions', below): no GEF funding for such projects is included in this proposal.

Stage 4 establishes a long-term, sustainable cycle of all the activities initiated in Stage 3, including planning and financing the programme in the long-term. At the national level, the programme coordinates monitoring of all the identified biodiversity sites, examines national policy and legal frameworks for NGO-government collaboration and sites conservation (stimulating reform if required), and ensures that the conservation needs of all sites in the national inventory are advocated in all appropriate policy discussions and fora. Activity at the local level is highly dependent on the nature of the site and threats to it. Appropriate participatory techniques are employed wherever there is a local, adjacent community whose interests may be affected by conservation initiatives and (ideally) whose commitment can be stimulated to act for conservation of the site.

Participation in site monitoring builds a local stakeholder constituency around each IBA which becomes a vital resource in sustaining any long term conservation initiative. Local concern has proved a valuable consequence of participation in Europe where, (e.g. in Spain and Hungary), semi-formal networks of organised groups have assumed responsibility for monitoring and reporting to the national level<sup>20</sup>. It has also created a pool of expertise and goodwill among local landowners and administrators. In many African countries this approach can build upon existing site protection<sup>21</sup> and help to formalise indigenous natural resource management.

Regionally, the existing NGO network coordinates, monitors and evaluates the programme (see 'Institutional Framework', below, and Section H: 'Project Review, Reporting and Evaluation'). The network is supported by a technical sub-committee (the "IBA Steering Committee") and facilitated by staff based at the Secretariat established by the BirdLife International Partnership in Cambridge, UK. The focus is national, but it encourages trans-boundary sharing of resources, skills and experience, to develop a cadre of professional African conservationists. Two sub-regional posts will be designated in Year 1 of the programme, to service one or more of the programme regions (north, south, east, west and central Africa) and coordinate meetings, training and staff exchanges between national programmes. These posts will be created within existing NGO Partners, using GEF funding, to strengthen regional coordination and the programme's institutional base. They will form a permanent part of the regional network and their sustainability will be ensured within the long-term planning and fund-raising for programme continuation after the end of GEF funding (see 'Sustainability and Participation', below). Further sub-regional posts will be created subsequently, as resources permit.

Technical support to national programmes is provided by the global BirdLife Secretariat and by European BirdLife Partners which assist particular African Partners' programmes. This includes provision of a dedicated database, ensuring equitable application of selection criteria, provision of trans-boundary and continental perspectives - e.g., developing complementary networks of sites across supra-national ecosystems - and advice on the production of national

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<sup>20</sup> These "patron groups" often consist of committed teachers, landowners and local government officials (over 50% of 288 IBA sites in Spain, all 18 sites in the Czech Republic, and 18 in Slovakia, benefit in this way).

<sup>21</sup> For example, kaya forests and sacred groves in coastal Kenya.



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publications. Institutional development support is also provided in areas such as fund-raising, administration, programme planning and coordination and related training and capacity-building exercises<sup>22</sup>.

The proposal contributes to conservation at an international level by identifying and helping to protect sites of global biodiversity significance. Each NGO-government partnership forms part of a network in which data are transferred to international as well as regional decision-making processes. Reclaiming these data, once combined into regional databases, is an integral part of the process.

#### *Schedule and Duration*

The GEF contribution will support specified stages of the national IBA programmes in 10 countries (see Annex K 'Workplan'). The ongoing national programmes in these countries make them ideally suited for GEF step-up incremental cost funding. GEF funds will also contribute to sub-regional coordination, skills-sharing and staff secondments and advocacy of the IBA approach to a further suite of African countries.

It is fundamental to the philosophy of the Partnership that the network creates site-based local and national structures that can stand alone by providing an objective agenda for important biodiversity area conservation into the next century. From a beginning in 1994, the five years scaled-up with GEF funds (1997-2002) will provide essential additional support at a critical stage, enabling the process and participants to become self-sustaining.

#### *Institutional Framework and Project Implementation*

The programme will develop a network of key conservation areas in Africa<sup>23</sup> and a robust national conservation community<sup>24</sup> to monitor and take action for their conservation during and after the period of GEF support. The institutional structure is based on strong national NGO-government collaboration in each country, linked regionally *via* the existing network of African BirdLife Partners, supported by technical sub-committees and sub-regional coordination posts to be created during the period of GEF support. Internationally, support will be provided by the global Secretariat of BirdLife International and by other BirdLife Partners, including those located in Europe, during and after GEF funding.

The nature of the institutional structure at the national level will vary between countries but will consist of a National Liaison Committee (NLC) with government, NGO, and local (site) representatives and other expert members. At the site level, Local Site Committees will involve NGO, government and community representatives, though again the precise institutional structure and composition will vary from site to site. Sites identified under the project will vary widely in the complexity and make-up of local communities and other stakeholders. Some remote, uninhabited areas may have no adjacent community in which case

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22 Training and capacity building workshops sharing skills across the network are run at least annually. In anticipation of GEF scaling-up, a training needs assessment workshop was undertaken in February 1996 in Accra, Ghana with 18 network members. The results form the foundation for the Africa-wide training initiatives.

23 Action in favour of conservation at specific sites has been stimulated by the programme across ecosystems targeted by the GEF Operational Strategy. For example, in wetlands (eg Zaranik Protected Area in Egypt); in forests (eg montane community forest reserves of Kilum, Ijim and Kupe in Cameroon, and the Uluguru montane forests in Tanzania's Eastern Arc); in semi-arid lands (eg Souss Massa National Park in Morocco).

24 For example, the Wildlife Conservation Society of Tanzania and the Ethiopian Wildlife and Natural History Society.

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an individual, or a local or national NGO might constitute an appropriate site committee to monitor and report to the NLC. Other sites will have very complex community and stakeholder interests and relationships. The fundamental principle will be to develop a local constituency with an interest in and responsibility for monitoring and participation in the conservation of the site and for liaison with the national level programme coordination. Size and composition of Local Site Committees will be based on two principal considerations: ensuring that all stakeholders are involved in decision-making processes; and maximising local participation in planning and implementation of conservation activities, through use of appropriate tools and techniques.

#### *Management Framework*

A principal objective of the programme is to increase the capacity for biodiversity conservation action within the African region. At a regional level, the existing BirdLife Africa Network ("the African Partnership") will be in overall control of policy and strategy development. The Partnership (through representatives of national BirdLife partners) will meet annually to plan and coordinate regional activities including technical meetings, workshops, training courses and exchanges of expertise involving two or more of the participating countries. The meetings will appoint technical committees to perform specific tasks within the project and will decide on appropriate locations and detailed terms of reference for the sub-regional coordination positions to be established during the course of implementation. The BirdLife Secretariat has been delegated by the network to take responsibility for project preparation. It will also coordinate technical and financial reports for the GEF-UNDP project (see Annex 3), provide technical support to national programmes and implement regional coordination and monitoring of the project in accordance with Partnership policy. There will be a gradual transfer of responsibilities for coordination and administrative functions to the national and regional level, during the project, through the creation of stronger, independent national Partners and of sub-regional programme coordination positions. This process will occur gradually, over five years, in order to build capacity slowly and not destroy existing structures by over-burdening them with an administrative load which, at the outset, some of the participating NGOs would find hard to carry. The rate will vary from country to country. National management is at the discretion of the country programs within the context of the generally agreed policy of "the Partnership" ie NLC comprising government, NGO and site representatives with other expert members.

The adoption of the IBA process to strengthen conservation action in new countries will be advocated through a variety of published media and by the invitation of representatives from other countries (additional to the 10 detailed herein) to attend meetings of the African Partners. Participants will be invited from GEF eligible countries with an existing or potential Partner and strong NGO and government interest in a national IBA programme. Funds to launch new country programmes will be sought using the fund-raising expertise and resources within the international BirdLife Partnership, in the same way as funds were obtained for the early stages of the ten country programmes detailed in this proposal (see below).

#### *Sustainability and Participation*

The NGO focus at local, national and regional levels brings many strengths to the programme and guarantees a greater likelihood of sustainability of both impact and of the activities started during implementation. National NGOs can be very effective at establishing good relationships and involving individuals and community groups in local (site) level initiatives. NGOs in Africa

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also tend to be more stable and enduring under conditions of political and social change or upheaval than national governments. This is an important element in ensuring continuity of programme implementation and sustainability of the institutional base for such a regional initiative, at times when individual governments may have different (political or security) preoccupations.

The basic unit for long-term sustainability is a strong national NGO Partner, operating in close collaboration with national government. These are linked regionally, through sub-regional coordination positions established within key Partners, and annual meetings of the Partnership to provide overall coordination and monitoring of progress. The strengthening of individual national Partners through this process will have a positive feedback effect. Involvement in the programme allows Partners to build their capacity (for example, in project management and fund-raising) which in turn allows the Partner to raise more funds and to take more direct responsibility for programme management and to become an independent, self-sustaining entity. In this sense, GEF funding provides leverage, through building the capacity of the national institutions to have direct and independent access to additional external funding sources.

A diverse range of activities arises from this programme which lever funds from an array of donors. Resources have already been obtained from BirdLife NGO Partners, the UK Overseas Development Administration and Darwin Initiative, and the European Union; these initiatives are continuing. Scaling-up with GEF support means that further funds to support continuation of the programme and specific site projects are more likely to be attracted to meet funding targets after the end of GEF support, from 2002 onwards.

Partners such as the Ghana Wildlife Society and NATURAMA (Burkina Faso) are already achieving self-sustainability through their own national and international fund-raising efforts. The sustainability of the programme beyond the period of GEF input is founded on building such capacity in all national Partners. The GEF initiative is a fertile environment from which to achieve fund-raising self-reliance in the collaborating Partners. Output 5 of the programme (see Section D: 'Logical Framework') will develop specific financing strategies and mechanisms at regional, national and local levels. Wide fund-raising experience exists in the network and is actively shared. Working within a global framework, programme collaborators have access to networked funding and support and are able to tap resources from a range of institutional, corporate and public sources. Innovative routes for sustaining support in a hard-pressed fund-raising environment are sought constantly<sup>25</sup>. Options such as endowments and trust funds will be explored at both national and local levels. At the regional level, annual "African Partnership" meetings coordinate and review national and local strategies as well as considering financing mechanisms for regional programme coordination. Technical sub-committees and expert advice will be drawn on as necessary.

Through investment in membership organisations built on amateur participation, a wide range of additional skills is accrued to the project. Enthusiastic volunteers are a sustainable source of decentralised commitment. Backed-up by cadres of professionals, they undertake monitoring,

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<sup>25</sup> National and international tourist revenues at specific sites are increasingly important. Birdwatching is one of the fastest growing pastimes in Europe and North America with increasing numbers of people travelling overseas. Sponsored annual bird events now play a major role in awareness-building and have successfully raised extensive funds in a number of African countries including Egypt, Ghana, Kenya and South Africa.

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advocacy and field action, in support of official structures<sup>26</sup>. This enthusiasm and interest will continue to function to monitor sites and to alert national NGO-government partnerships to conservation problems and needs after the end of GEF funding, with little or no other external funding required. Training of government staff invests in sustaining official commitment alongside NGO capacity<sup>27</sup>. At sites, local participation is maximised, to build sustainable local solutions and institutions.

#### *Site actions*

National IBA programmes have led to a range of actions by the network at key sites, from simple boundary demarcation (e.g. Souss Estuary Project in Morocco), to long term site-based integrated conservation and development projects (ICDPs). (e.g., The Arabuko-Sokoke coastal forest conservation project in Kenya and the montane forest conservation projects at Kilum, Ijim and Kupe in Cameroon)<sup>28</sup>. The African network only has the capacity and resources to implement a small number of such ICDPs but the experience gained is widely disseminated and advocated to other implementing agencies. This project experience lends credibility to the advocacy, particularly in efforts to stimulate action by third parties for sites at which the programme itself lacks the resources to act.

### **B.5 Reasons for assistance from GEF**

The programme offers a valuable contribution to the GEF portfolio through support to the GEF Operational Strategy goal of maintaining a network of conservation areas across key ecosystems. By integrating prioritised action for key biodiversity sites into plans and policies at local, national, continental and global levels, across all four GEF Operational Programmes, the process will lead to the sustainable management of key conservation areas in Africa. At the same time, a cadre of expert, committed conservationists will continue to monitor, act and advocate action by others to maintain the biological integrity of each site long after GEF input to the process ceases. By scaling-up the IBA process<sup>29</sup>, GEF will accelerate the take-up of ideas enshrined in the CBD, particularly the cycle of research, monitoring and interventions at sites and the concept of sustainable use. The programme complements existing government activities in relation to the CBD, by making information on sites and species readily accessible, through innovative approaches to the analysis of conservation priorities and through the establishment of a sustainable monitoring and action cycle for key sites of biodiversity importance.

The programme is country-driven and critical investment takes place at a national level but the networking approach ensures (crucially) that all relevant experience is shared. Participating national organisations have developed the programme and experiences are exchanged regularly

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26 For example, the East Africa Natural History Society (Kenya) has coordinated 500 volunteers monitoring wetland sites across the country; of these, 100 are regulars turning out at least twice a year to monitor their local site

27 In Sierra Leone, staff from the Wildlife Conservation Branch of the Department of Agriculture and Forestry have played a full part in survey and site identification.

28 BirdLife ICDPs follow a process approach, are appropriate in scale, long-term (including planned local hand-overs), involve all stakeholders and pay attention to the root causes of biodiversity loss, including declines in income resulting from action to prevent degradation.

29 The Important Bird Area (IBA) process is the application of internationally agreed criteria to define the global importance of sites for biodiversity conservation at a national level, followed by a cycle of monitoring, action and advocacy to ensure the conservation of sites, in perpetuity. National and local capacity for achieving biodiversity conservation is built through the process.



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across the continent at sub-regional meetings, through a network newsletter and through exchanges of personnel. A series of participatory workshops convened by the African IBA network, to plan the national and regional programme and resource needs for the next 5 year phase, has resulted in this proposal requesting support to scale-up the project with an appropriate incremental contribution from GEF. The workshops took place in Addis Ababa, Cambridge UK, and Accra, with funding from GEF-UNDP PDF sources<sup>30</sup>.

<sup>30</sup> Representatives from all ten of the participating countries in the proposal (Burkina Faso, Cameroon, Ethiopia, Ghana, Kenya, Sierra Leone, South Africa, Tanzania, Tunisia and Uganda) together with additional members of the IBA Steering Committee participated in all or some of the workshops: in Addis (hosted by the Ethiopian Wildlife and Natural History Society), 7 participating countries; in Cambridge at the BirdLife Secretariat, 4 countries; in Accra (hosted by the Ghana Wildlife Society), all 10 countries. (Project references: RAF/94/G41 and RAF/96/G41).

## SECTION C. DEVELOPMENT OBJECTIVE

The Development Objective is:

**‘to conserve all globally important biodiversity sites in Africa’**

(See *Logical Framework Matrix* below)

## SECTION D. IMMEDIATE OBJECTIVES, OUTPUTS AND ACTIVITIES

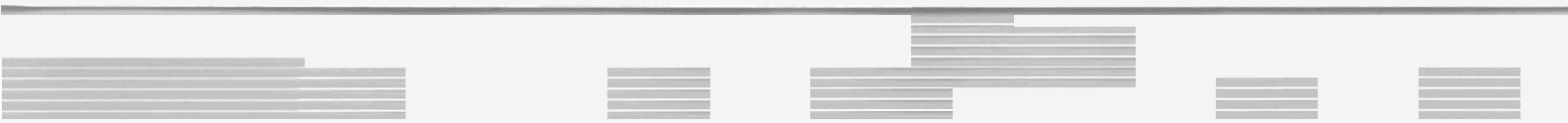
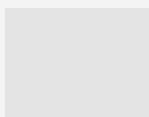
The Immediate Objective of the project is:

**‘to enhance biodiversity conservation in Africa through local and national NGO-government partnerships in the Important Bird Area process’<sup>31</sup>**

(For outputs and activities see the *Logical Framework Matrix* below).

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<sup>31</sup> The Important Bird Area (IBA) process is the application of internationally agreed criteria to define the global importance of sites for biodiversity conservation at a national level, followed by a cycle of monitoring, action and advocacy to ensure the conservation of sites, in perpetuity. National and local capacity for achieving biodiversity conservation is built through the process.



**BirdLife Africa Network "African NGO-Government Partnerships for Sustainable Biodiversity Action"**  
**LOGICAL FRAMEWORK MATRIX**

| OBJECTIVES AND ACTIVITIES   | INDICATORS   | MEANS OF VERIFICATION  | ASSUMPTIONS AND RISKS  |
|---|--|--|--|
| <b>Wider Objective/ Goal:</b><br>To conserve all globally important biodiversity sites in Africa  | <ul style="list-style-type: none"> <li>Conservation status of all important biodiversity sites maintained or improved</li> </ul>   | <ul style="list-style-type: none"> <li>Government reports to CBD on national status of biodiversity and sites</li> <li>Survey, monitoring and site reports</li> </ul>  | <ul style="list-style-type: none"> <li>The IBA process is an effective conservation tool</li> <li>The IBA process is a good basis for the identification of sites of global biodiversity importance</li> </ul>   |
| <b>Immediate Objectives:</b><br>To enhance biodiversity conservation in Africa through local and national NGO-government partnerships in the Important Bird Area process  | <ul style="list-style-type: none"> <li>Conservation status of IBAs maintained or improved</li> <li>No IBAs removed from any national IBA directory due to degradation or loss of biodiversity importance</li> <li>Support for IBA process demonstrated by national NGO and government</li> </ul> | <ul style="list-style-type: none"> <li>Annual reports from 10 national IBA programmes</li> <li>Government reports to CBD on national status of biodiversity and sites</li> <li>Independent/ specialist surveys of sites and biodiversity</li> <li>Progress/ status reports from threatened IBAs where recovery and conservation projects are in place</li> </ul> | <ul style="list-style-type: none"> <li>NGO - government collaboration is possible</li> <li>NGO - government collaboration in the IBA process will achieve conservation of sites</li> <li>NGOs and governments accept the IBA process as a national conservation tool</li> <li>NGOs and governments have or can develop the capacity to achieve effective IBA conservation</li> </ul> |
| <b>Outputs:</b> <ol style="list-style-type: none"> <li>1. NGO-government partnerships for Important Bird Area conservation established and functioning in all (10) participating countries</li> <li>2. Collaborative national (NGO-government) programmes functioning to monitor and conserve Important Bird Areas (IBAs) in all participating countries</li> <li>3. Conservation of national Important Bird Areas (IBAs) achieved through local monitoring, site action and advocacy programmes</li> <li>4. Local and national NGO and government capacity built to sustain all activities in the Important Bird Area (IBA) process</li> <li>5. Strategy and mechanism in place to ensure sustainable long-term funding for Important Bird Area (IBA) conservation in all participating countries</li> <li>6. Regional structures established and functioning to exchange information and expertise and to support development of Important Bird Area (IBA ) programmes in new countries</li> <li>7. Regional awareness of the Important Bird Area (IBA) approach created and expressions of interest made for the launch of national IBA programmes in a further (10?) countries</li> </ol> |  |  |  |



**BirdLife Africa Network "African NGO-Government Partnerships for Sustainable Biodiversity Action"**  
**LOGICAL FRAMEWORK MATRIX**

| 15 OBJECTIVES AND ACTIVITIES  | INDICATORS   | MEANS OF VERIFICATION  | ASSUMPTIONS/ RISKS   |
|---|--|--|--|
| <b>Output 1:</b><br>NGO-government partnerships for Important Bird Area conservation established and functioning in all (10) participating countries  | <ul style="list-style-type: none"> <li>• NGO-government national liaison committee established with agreed membership</li> <li>• Regular meetings of national liaison committee</li> <li>• IBAs included in national biodiversity conservation plans</li> <li>• IBA network incorporated into government policy and action</li> </ul>  | <ul style="list-style-type: none"> <li>• Membership list for national liaison committee</li> <li>• Minutes of national liaison committee meetings</li> <li>• Published National Biodiversity Conservation Strategies and Action Plans</li> </ul>   | <ul style="list-style-type: none"> <li>• NGO and government are interested and willing to collaborate</li> </ul>   |
| <b>Activities:</b> (for 10 national IBA programmes: not all activities will necessarily occur in every national programme)<br>1.1 Establish a national process for NGO-government collaboration in the identification, monitoring and conservation of IBAs (e.g. national Liaison Committee)<br>1.2 Identify lead NGO<br>1.3 Build a network of national institutions and an institutional structure to ensure long-term conservation of IBAs<br>1.4 Establish appropriate national structures to oversee IBA programme<br>1.5 Examine legal framework for collaboration between government and local and national NGOs and stimulate reform if required<br>1.6 Examine policy framework for collaboration between government and local and national NGOs and stimulate reform if required<br>1.7 Establish representation mechanisms for local site support groups | <ul style="list-style-type: none"> <li>• NGO-government liaison committee in place</li> <li>• Lead NGO agreed</li> <li>• Inclusion of institutions in national liaison and other committees</li> <li>• Agreed allocation of responsibilities for all elements of IBA programme</li> <li>• Appropriate steering/ selection/ monitoring sub-committees set up</li> <li>• Appropriate steering/ selection/ monitoring sub-committees functioning</li> <li>• Review of legal framework with</li> <li>• Review of policy framework with recommendations</li> <li>• Inclusion of local representatives on national committees</li> </ul> | <ul style="list-style-type: none"> <li>• Published membership list for national liaison committee</li> <li>• Minutes of meetings of national liaison committee</li> <li>• Published membership of sub-committees</li> <li>• Minutes of sub-committee meetings</li> <li>• Correspondence and information exchange between committees and network members (e.g. national IBA programme newsletter)</li> <li>• Documented national IBA programme and plan available</li> <li>• Written review report and recommendations on legal framework</li> <li>• Written review report and recommendations on policy framework</li> </ul> | <ul style="list-style-type: none"> <li>• A national NGO with capacity to coordinate and collaborate exists or can be created</li> <li>• Sufficient government capacity exists to collaborate</li> <li>• Other national institutions exist and are interested in collaboration</li> <li>• Legal and policy reform are possible</li> <li>• Local representatives interested in collaboration with national programme</li> <li>• Resources exist to begin process of building national institutions and networks</li> </ul> |

**BirdLife Africa Network "African NGO-Government Partnerships for Sustainable Biodiversity Action"**  
**LOGICAL FRAMEWORK MATRIX**

| 15 OBJECTIVES AND ACTIVITIES   | INDICATORS  | MEANS OF VERIFICATION   | ASSUMPTIONS/ RISKS  |
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| <b>5 Output 2:</b><br>Collaborative national (NGO-government) programmes functioning to monitor and conserve Important Bird Areas (IBAs) in all participating countries  | <ul style="list-style-type: none"> <li>National IBA conservation strategy, programme and annual objectives agreed by national liaison committee</li> <li>National programme reviewed at least annually</li> <li>Annual conservation objectives achieved</li> </ul>  | <ul style="list-style-type: none"> <li>National liaison committee meeting minutes</li> <li>Documented national IBA programme and plan available</li> <li>Programme and project reports</li> <li>Independent programme evaluations</li> </ul>  | <ul style="list-style-type: none"> <li>All individuals and institutions involved endorse and contribute to national IBA conservation strategy and programme</li> <li>Conservation objectives set are achievable</li> </ul>  |
| <b>60Activities:</b> (for 10 national IBA programmes: not all activities will necessarily occur in every national programme)<br>2.1 Define, identify and agree the national directory of Important Bird Areas (IBAs)<br>2.2 Maintain national directory of IBAs; identify data gaps and stimulate survey to fill data gaps<br>2.3 Monitor conservation status and threats to all IBAs on a regular basis<br>2.4 Review IBA directory regularly and set priorities for conservation action at sites<br>2.5 Advocate and stimulate effective conservation action for sites at local, national and regional levels<br>2.6 Implement conservation action at a priority sub-set of threatened IBAs (see Output 3) | <ul style="list-style-type: none"> <li>National IBA directory agreed and published</li> <li>Up-dated list (directory) of IBAs exists and available for inspection</li> <li>New/ additional surveys conducted</li> <li>All sites monitored regularly</li> <li>National IBA conservation strategy agreed by national liaison committee</li> <li>Advocacy programme included in national IBA conservation strategy</li> <li>Local support groups established for most IBAs</li> <li>IBAs included in international aid and development agendas</li> <li>Individual site conservation projects initiated at a sub-set of national IBAs</li> </ul> | <ul style="list-style-type: none"> <li>IBA book published in appropriate language(s)</li> <li>National IBA directory and database constructed and maintained</li> <li>Survey reports</li> <li>Monitoring reports</li> <li>Published national IBA conservation strategy including list of site actions required and advocacy programme for all IBAs</li> <li>Minutes of meetings and progress reports from local support groups</li> <li>Published aid and development agency agendas/ programmes/ proposals</li> <li>Action plans and progress reports from individual IBA conservation projects</li> </ul> | <ul style="list-style-type: none"> <li>IBA directory and database function as an advocacy tool</li> <li>Resources can be made available to maintain the database, carry out surveys, data analysis, monitoring, advocacy and site actions on a regular basis</li> <li>International development agencies will subscribe to the IBA process and respond to the conservation priorities identified</li> <li>Resources can be found to implement individual conservation projects at threatened IBA sites</li> </ul> |
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**BirdLife Africa Network “African NGO-Government Partnerships for Sustainable Biodiversity Action”**  
**LOGICAL FRAMEWORK MATRIX**

| 15 OBJECTIVES AND ACTIVITIES  | INDICATORS   | MEANS OF VERIFICATION  | ASSUMPTIONS/ RISKS   |
|---|--|--|--|
| <b>5 Output 3:</b><br>Conservation of national IBAs achieved through local monitoring, site action and advocacy programmes  | <ul style="list-style-type: none"> <li>Site conservation strategy and programme functioning</li> </ul>   | <ul style="list-style-type: none"> <li>National IBA programme progress and monitoring reports</li> <li>External programme review reports</li> </ul>  | <ul style="list-style-type: none"> <li>Monitoring, advocacy and action programmes will achieve conservation of sites</li> </ul>  |
| <b>Activities:</b> (at all identified IBA sites in each participating country)<br>3.1 Formulate an appropriate local (site) process for monitoring and conservation<br>3.2 Agree appropriate site level institution/ group<br>3.3 Identify stake-holders and existing structures and management systems<br>3.4 Raise awareness, locally and nationally, of the biodiversity and other importance of the site<br>3.5 Advocate conservation of the site, locally, nationally and regionally<br>3.6 Gather information from the site to monitor biodiversity conservation status, socio-economic importance, uses, threats, changes<br>3.7 Supply site information to national-level coordination and priority-setting processes<br>3.8 Identify appropriate conservation action ()<br>3.9 Prepare action plans for sites in need of active conservation effort<br>3.10 Undertake appropriate conservation action or stimulate action by other parties | <ul style="list-style-type: none"> <li>Model site process agreed</li> <li>Local community supports IBA process and site designation</li> <li>Local support groups in place</li> <li>Monitoring and information framework in place</li> <li>Monitoring and information framework functioning</li> <li>Sites action plans</li> <li>Site projects achieving conservation of a sub-set of priority threatened IBAs</li> <li>Site projects achieving IBA conservation funded and run by other agencies</li> </ul> | <ul style="list-style-type: none"> <li>National IBA programme reports and external reviews/ evaluations</li> <li>National IBA newsletter/ other popular articles</li> <li>Minutes/ correspondence from local site action group meetings</li> <li>Socio-economic and other survey reports</li> <li>Site monitoring reports</li> <li>Published new analyses and national reviews of conservation priorities (sites and species)</li> <li>Published site action plans</li> <li>Site project reports</li> <li>Project proposals, reports and reviews from agencies external to national IBA programme</li> </ul> | <ul style="list-style-type: none"> <li>Local community will support IBA process and designation of site</li> <li>Resources can be made available for monitoring, advocacy and action programmes</li> <li>External agencies will be interested and willing to undertake the necessary conservation action at the priority sites identified</li> </ul> |



**BirdLife Africa Network "African NGO-Government Partnerships for Sustainable Biodiversity Action"**  
**LOGICAL FRAMEWORK MATRIX**

| 15 OBJECTIVES AND ACTIVITIES  | INDICATORS   | MEANS OF VERIFICATION  | ASSUMPTIONS/ RISKS  |
|---|--|--|---|
| <b>5 rr Output 4:</b><br>Local and national NGO and government capacity built to sustain all activities in the Important Bird Area (IBA) process  | <ul style="list-style-type: none"> <li>Effective national programme functioning to achieve IBA conservation</li> </ul>   | <ul style="list-style-type: none"> <li>National programme reports</li> <li>Internal progress monitoring and external programme reviews</li> </ul>  | <ul style="list-style-type: none"> <li>Volunteers, NGO and government personnel willing and able to undergo training</li> <li>Volunteers, NGO and government personnel committed to long-term future of national IBA programme</li> </ul>   |
| <b>Activities:</b><br>4.1 Train national cadres of professionals and volunteers to implement IBA conservation<br>4.2 Build capacity of local IBA support groups<br>4.3 Identify training needs for volunteers, NGO and government personnel<br>4.4 Organise training courses, work exchanges and experience to meet needs identified in<br>4.5 Identify communications/ infrastructure and other resource needs for national IBA programme coordination and implementation<br>Establish effective mechanisms for national communication and programme management and obtain necessary equipment and resources | <ul style="list-style-type: none"> <li>Local support groups functioning to monitor sites</li> <li>Numbers of volunteers participating regularly in IBA activities</li> <li>IBA survey and monitoring teams trained</li> <li>IBA survey and monitoring teams operating effectively</li> <li>Local site groups communicating effectively with national programme coordination</li> <li>National programme effectively coordinated and managed</li> <li>Trained NGO and government personnel operating effectively to implement all stages of the IBA process and national programme</li> </ul> | <ul style="list-style-type: none"> <li>Programme progress and monitoring reports</li> <li>Informal surveys or questionnaires</li> <li>Site reports and minutes of meetings from local site action groups</li> <li>Site survey and monitoring reports and analyses</li> <li>National Important Bird Areas newsletter or other communication medium</li> <li>National programme coordination aware of situation at individual sites and centralised sites database up to-date</li> </ul> | <ul style="list-style-type: none"> <li>Local volunteers are interested in the process and wish to participate actively in the programme</li> <li>Government and NGO staff available and can be released for training</li> <li>Efficient communication mechanisms can be established in country</li> <li>Resources and equipment can be made available and maintained</li> </ul> |



**BirdLife Africa Network "African NGO-Government Partnerships for Sustainable Biodiversity Action"**  
**LOGICAL FRAMEWORK MATRIX**

| 15 OBJECTIVES AND ACTIVITIES   | INDICATORS   | MEANS OF VERIFICATION  | ASSUMPTIONS/ RISKS   |
|--|--|--|--|
| <b>5 IT Output 5:</b><br>Strategy and mechanism in place to ensure sustainable long-term funding for Important Bird Area (IBA) conservation in all participating countries   | <ul style="list-style-type: none"> <li>Documented national IBA programme funding strategies</li> </ul>   | <ul style="list-style-type: none"> <li>Published strategy documents</li> </ul>   | <ul style="list-style-type: none"> <li>NGO, government and volunteer commitment to long-term future of national IBA programme</li> <li>Core IBA programme activities (especially sites monitoring) can be sustained indefinitely, at fairly low cost, through volunteer input</li> </ul> |
| <b>5 IT Activities:</b> (for each of 10 national IBA programmes)<br>5.1 Prepare 5 year funding plans and longer-term strategies for achieving IBA conservation with minimal external funding<br>5.2 Prepare long-term funding plans for priority threatened IBAs requiring site conservation programmes<br>5.3 Investigate Trust Funds and other mechanisms<br>5.4 Investigate opportunities for regional funding and collaboration<br>5.5 Prepare funding proposals for future programme needs (after GEF programme funding)<br>Secure institutional basis for IBA conservation (NGO-government collaboration and volunteer action) | <ul style="list-style-type: none"> <li>Forecasts produced for annual recurrent costs of IBA programme (after end of GEF programme funding)</li> <li>Future funding strategy prepared for national IBA programme</li> <li>NGO co-funding under GEF programme secured successfully</li> <li>Funding secured from other (non-GEF) sources for IBA work</li> <li>Long-term funding secured for individual site conservation projects</li> <li>National NGO developed with strong capacity for external fund-raising</li> </ul> | <ul style="list-style-type: none"> <li>Funding strategies for all national IBA programmes</li> <li>IBA programme proposals submitted to funding agencies</li> <li>IBA programme budgets and financial reports</li> </ul> | <ul style="list-style-type: none"> <li>National programme funding can be obtained from sources other than GEF</li> <li>Strong national NGOs will help to ensure programme sustainability and access to other funding sources</li> </ul>  |





**BirdLife Africa Network "African NGO-Government Partnerships for Sustainable Biodiversity Action"**  
**LOGICAL FRAMEWORK MATRIX**

| 15 OBJECTIVES AND ACTIVITIES  | INDICATORS  | MEANS OF VERIFICATION   | ASSUMPTIONS/ RISKS   |
|---|---|---|--|
| <b>Output 6:</b><br>Regional structures established and functioning to exchange information and expertise and to support development of Important Bird Area (IBA) programmes in new countries   | <ul style="list-style-type: none"> <li>Regional African BirdLife Partnership meetings occur annually</li> <li>Sub-regional coordination posts created and functioning</li> <li>Representatives from new countries attend Partnership meetings</li> </ul>  | <ul style="list-style-type: none"> <li>Minutes of meetings; lists of participants</li> <li>National IBA programme progress reports</li> <li>Monitoring and evaluation reports</li> </ul>  | <ul style="list-style-type: none"> <li>NGO structures can effectively communicate and coordinate at a regional level within Africa</li> <li>Other countries will be interested in the IBA approach and wish to learn more about the programme</li> </ul>   |
| <b>Activities:</b><br>6.1 Establish regional support process based on the existing BirdLife Africa Partnership<br>6.2 Strengthen BirdLife Partnership and regional network<br>6.3 Create up to 5 sub-regional programme coordination posts within existing BirdLife Partner organisations<br>6.4 Achieve programme consistency by coordinating and standardising the application of the IBA process and IBA selection criteria<br>6.5 Build a technical network, including sub-committees of the Africa Partnership meeting, as required<br>6.6 Exchange experience and lessons learned through sub-regional exchanges of personnel and joint training courses<br>6.7 Share resources and motivation<br>6.8 Reach international conservation and funding mechanisms (including GEF) | <ul style="list-style-type: none"> <li>Annual meetings of BirdLife African Partnership</li> <li>Strong and effective national conservation NGOs in place to implement the IBA agenda</li> <li>Agreement on location and roles of sub-regional programme coordination posts; relevant staff appointed</li> <li>Appropriate technical sub-committees set-up</li> <li>Effective regional linkages and information sharing taking place</li> <li>Staff exchange visits and training workshops organised within sub-regions</li> <li>Joint (sub-regional or regional) programmes agreed</li> <li>Joint (regional or sub-regional) funding applications submitted</li> <li>Funding obtained and joint programmes implemented</li> </ul> | <ul style="list-style-type: none"> <li>Minutes and action plans from meetings</li> <li>Individual Partner and staff appraisals; performance against own development targets</li> <li>National programme reports; staff lists from Partners</li> <li>Conservation achievements of national programmes against annual target objectives</li> <li>Membership lists and minutes of meetings of sub-committees; resolutions to technical issues published and disseminated</li> <li>Regional IBA newsletters, published articles (popular and scientific)</li> <li>Individual exchange visit and training workshop reports</li> <li>BirdLife Africa Partnership programme documents and minutes of meetings; funding applications</li> <li>Programme technical and financial reports; internal and external monitoring and review reports</li> </ul> | <ul style="list-style-type: none"> <li>Sufficient resources and capacity exist within the BirdLife Partnership or can be built during the programme to achieve effective regional coordination and sharing of expertise</li> <li>Technical capacity exists to ensure programme consistency and scientific rigour through the operation of the sub-committees</li> <li>Advice and recommendations from technical sub-committees will be adhered to in programme implementation</li> <li>Resources can be made available through the programme to facilitate sub-regional and regional meetings, communication, exchanges and training opportunities</li> <li>Other international funding mechanisms can be convinced by and interested in funding the IBA approach</li> </ul> |





**BirdLife Africa Network "African NGO-Government Partnerships for Sustainable Biodiversity Action"**  
**LOGICAL FRAMEWORK MATRIX**

| 15 OBJECTIVES AND ACTIVITIES   | INDICATORS  | MEANS OF VERIFICATION   | ASSUMPTIONS/ RISKS   |
|--|---|---|--|
| <b>5 IT Output 7:</b><br>Increased regional awareness of the Important Bird Area (IBA) approach and expressions of interest in launching national IBA programmes in a further (10?) countries                                      | <ul style="list-style-type: none"> <li>Inclusion/ recognition of the IBA process as an effective conservation and advocacy tool in national and regional planning documents and fora</li> <li>Expressions of interest in launching national IBA programmes made by new countries</li> </ul>   | <ul style="list-style-type: none"> <li>National Biodiversity Strategies and Action Plans</li> <li>Regional conservation and development plans (eg development aid agencies)</li> <li>Regional and national CBD meetings (minutes and resolutions)</li> <li>Letters of interest; attendance by invited representatives of new countries at African Partnership and other meetings</li> </ul>   | <ul style="list-style-type: none"> <li>National and regional meetings and bodies will endorse the IBA approach as a conservation tool and wish to support expansion of the approach into new countries</li> </ul>  |
| <b>3Activities:</b><br>7.1 Reach international conservation mechanisms (eg GEF) - including funding<br>7.2 Influence regional policy and advocacy mechanisms to endorse and adopt the IBA process<br>7.3 Extend into new countries | <ul style="list-style-type: none"> <li>The IBA process is included as a conservation and advocacy tool in national and regional policy and planning documents and meetings</li> <li>IBA approach adopted by national and regional bodies for their own conservation planning purposes</li> <li>Funding obtained from other agencies for elements of the programme not covered by GEF (GEF funds used as leverage)</li> <li>New site specific conservation projects implemented with additional funding</li> <li>Funding obtained for expansion of the programme into new countries</li> <li>Requests received for launching IBA programmes in new countries</li> <li>Representatives from new countries participate in Partnership meetings and training workshops</li> </ul> | <ul style="list-style-type: none"> <li>National Biodiversity Strategies and Action Plans</li> <li>Regional conservation and development plans (eg development aid agencies)</li> <li>Regional and national CBD meetings (minutes and resolutions)</li> <li>Scientific and popular articles published on the IBA process and the existing Africa programme</li> <li>National and regional programme documents (technical, financial, monitoring and evaluation reports)</li> <li>Letters of interest from NGOs and government in new countries</li> <li>New country proposals and project documents</li> <li>Minutes of meetings; training workshop reports</li> </ul> | <ul style="list-style-type: none"> <li>Additional funding is available from sources other than GEF for expansion of the programme into new countries and for additional programme activities</li> <li>The IBA approach will be effective in achieving conservation and will be seen to be a useful tool by NGOs and governments in other countries which are not included in the list of 10 initial participating countries</li> </ul> |





## SECTION E. INPUTS

### E.1 Global Environment Facility

#### A. Personnel

##### \*National Staff

**\$884,000**

24 National experts and consultants will be phased in over the project including surveys executives, data analysts, technical editors, designers, advocates, site-based conservation project experts and fund raisers.

##### Regional Support Staff

**\$994,000**

1 Project Manager  
2 Regional Co-ordinators  
1 Administrative assistant  
1 Finance officer

##### Training

**\$151,000**

In service training for national IBA officers and co-ordinators. Training will cover survey techniques, data management, analysis and output, organisational management, advocacy techniques and fund raising

##### Workshops & Exchanges

**\$197,000**

Regional co-ordination meetings  
Annual IBA project meetings

##### Publications

**\$178,000**

Production of 2 IBA books (\$82,500)  
National IBA publications eg. Kenya (\$40,000)  
National, Subregional and Regional Newsletters

##### \*Vehicles & Boats

**\$140,000**

5 Four wheel drive vehicles  
1 Boat

##### Equipment

**\$177,000**

Expendable equipment and materials for project operation  
Computers / printers for data collection and analysis  
Survey and camping equipment  
Binoculars and cameras  
Email and communications software  
Fax and telephone equipment for each of the ten participating agencies

##### Operations & Maintenance

**\$504,000**

Vehicle maintenance  
National Travel  
International Travel

##### Admin and Communications national

**\$154,000**

*includes mpe*

# SECTION E. INPUTS

|     |   |           |
|-----|---|-----------|
| E.1 | Global Environment Facility   |           |
| A.  | Personnel   |           |
|     | National Staff  | \$284,000 |
|     | 34 National experts and consultants will be phased in over the project including surveys, excavations, data analysis, technical advice, design, advocacy, site-based conservation project experts and fund raising. |           |
|     | Regional Support Staff  | \$292,000 |
|     | 1 Project Manager   |           |
|     | 3 Regional Co-ordinators  |           |
|     | 1 Administrative assistant  |           |
|     | 1 Finance officer   |           |
|     | Training  | \$121,000 |
|     | In service training for national IBA officers and co-ordinators. Training will cover survey techniques, data management, analysis and output, organizational management, advocacy techniques and fund raising.      |           |
|     | Workshops & Exchanges   | \$197,000 |
|     | Regional co-ordination meetings   |           |
|     | Annual IBA project meetings   |           |
|     | Publications  | \$128,000 |
|     | Production of 2 IBA books (\$82,500)  |           |
|     | National IBA publications eg. Kenya (\$40,000)  |           |
|     | National, Subregional and Regional Newsletters  |           |
|     | *Vehicles & Boats   | \$140,000 |
|     | 2 Four wheel drive vehicles   |           |
|     | 1 Boat  |           |
|     | Equipment   | \$177,000 |
|     | Disposable equipment and materials for project operation  |           |
|     | Computers & printers for data collection and analysis   |           |
|     | Survey and camping equipment  |           |
|     | Binoscopes and cameras  |           |
|     | Email and communications software   |           |
|     | Fax and telephone equipment for each of the ten participating agencies  |           |
|     | Operations & Maintenance  | \$204,000 |
|     | Vehicle maintenance   |           |
|     | National Travel   |           |
|     | International Travel  |           |
|     | Admin and Communications material   | \$124,000 |

Office costs  
Telephone, fax and email

**Admin and Communications regional** **\$101,000**

Office costs  
Telephone, fax and email

**Monitoring & Evaluation** **\$339,000**

Mid term and end of term reviews (\$65,000)

Annual monitoring (\$54,880 pa)

\*National requirements will vary depending on the current stage of implementation of the country program. Allocations will be decided at the national level within the context of the country program budget (see Section J)

**\*\*Some country programmes requested that a vehicle be bought directly by UNDP at the start of their programs and the cost deducted from their program budgets (see Section J).**

|   |          |
|---|----------|
| Office costs                                |          |
| Telephone, fax and email                    |          |
| Admin and Communications regional           | 2101,000 |
| Office costs                                |          |
| Telephone, fax and email                    |          |
| Monitoring & Evaluation                     | 2330,000 |
| Mid term and end of term reviews (\$65,000) |          |
| Annual monitoring (\$24,880 per)            |          |

National requirements will vary depending on the current stage of implementation of the country program. Allocations will be decided at the national level within the context of the country program budget (see Section 1).

\*Some country programmes requested that a vehicle be bought directly by UNDP at the start of their programs and the cost deducted from their program budget (see Section 1).



## E.2 National Government partnerships by country

The government agencies currently involved in aspects of collaboration and/or implementation of the project are listed below, by country. As project implementation proceeds other agencies may become involved due to the changing emphasis of project activities, for example from site identification to monitoring or other actions, or due to the redefinition of government responsibilities.

(NLC = National Liaison Committee: see Institutional Framework)

| COUNTRY      | GOVERNMENT AGENCIES   | NATURE OF COLLABORATION  |
|--------------|---|--|
| Burkina Faso | Ministère de l'Environnement et de l'Eau (MEE) (Le Point Focal Operationnel du GEF); Conseil National de Gestion de l'Environnement; Direction de la Faune et des Chasses; Projet National de Cartographie des Forêts; Ministère Enseignement Supérieur et Recherche Scientifique: Université de Ouagadougou (Faculté des Sciences et Techniques); Institut de l'Environnement et de Recherche Agronomique; Ministère de l'Agriculture et des Ressources Animales: Programme National de Gestion des Terroirs; Programme des Nations Unis pour le Développement (PNUD); Union Mondiale pour la Conservation de la Nature (UICN) | The National Liaison Committee consists of all the listed government agencies, together with Fondation NATURAMA (Secretariat and Club ORNITHOS Burkina); Secrétariat Permanent des ONG (SPONG) and ONG ADEFA. Letter of support signed by MEE (GEF Focal Point) giving overall government approval for implementation. National programme in Stage 1 of operation. NLC has met once to-date, chaired by President of NATURAMA.   |
| Cameroon     | Ministry of Finance and Economy (MINEFI); Ministry of Environment and Forestry (MINEF); Ministry of Scientific and Technical Research (MESIRES) (technical departments and institutions)  | National programme in Stage 1 of operation. NLC yet to be put in place; will include relevant government agencies, civil society organisations and private sector groups. The project will be coordinated at all levels by MINEFI; MINEF and MISERES will provide technical support; the Cameroon ornithological Club-COC/BirdLife will implement coordinate and monitor all field programmes; Other Government services and NGOs (eg Enviro Protect, Wildlife Conservation Society of Cameroon, WCSC; Biodiversity Development and Conservation Programme, Service d'Appui aux Initiatives Locales de Développement, SAILD) will contribute appropriate know-how as will be determined in the national program. |
| Ethiopia     | Environmental Protection Authority (EPA); Ethiopian Wildlife and Conservation Organisation (EWCO); Science and Technology Commission; Addis Ababa University Science  | Letter of support and agreements signed between EWNHS, EPA and EWCO for the programme. Meeting planned between EWNHS, EPA and EWCO to determine membership of the NLC; it is likely to include representatives from all agencies listed. All listed agencies were invited to the national IBA training workshop and are fully informed of programme.   |





| COUNTRY      | GOVERNMENT AGENCIES  | NATURE OF COLLABORATION   |
|--------------|--|---|
|              | Faculty Biology Department; Biodiversity Institute; Ministry of Agriculture; Regional agricultural bureaux   | Collaboration on field work occurs between EWNHS and EWCO (nationally) and EWNHS and regional and zonal administrations (especially regional agricultural bureaux). Regional involvement in the NLC is under discussion and will depend on outcome of current re-assignment of some protected areas responsibilities from EWCO to regional structures.  |
| Ghana        | Ministry of Lands and Forestry (MLF); Ministry of Environment, Science and Technology (MEST); Department of Forestry (DF); Wildlife Department (WD); Environmental Protection Agency (EPA);— | The MLF provides umbrella government approval and has pledged practical support in terms of advocating and promoting protection of the sites identified by the programme. DF and WD both have responsibilities for protected area management and provide authorization for the programme to carry out data collection in protected areas. Staff from both DF and WD are collaborating with staff of GWS in the implementation of field surveys and have received training under the programme in relevant survey techniques. Protected areas staff will also use the data available from field survey work to incorporate bird conservation into protected area strategies. The programme collaborates with EPA in terms of biodiversity information and human impacts on biodiversity. Data from the programme will be incorporated in the nationwide biodiversity database currently being set-up by EPA. |
| Kenya        | National Museums of Kenya (NMK); Forestry Department (FD); Kenya Wildlife Service (KWS); National Environment Secretariat (NES)  | An 'Important Bird Areas Advisory Council' includes high-level technical representatives of the listed organisations, plus a number of other relevant Kenyan Government Ministries and Departments. The Advisory Council, which met three times in 1996, coordinates, sets priorities for research and action, and ensures that information on IBAs is disseminated to decision-makers. In addition, the EANHHS works closely on the ground with the listed organisations, which are actively represented on EANHHS environmental sub-committees (Bird Conservation and Wetlands Working Groups). Some examples include: public awareness, outreach and Important Bird Areas surveys, with NMK; restoration of Nairobi Arboretum, with FD; waterbird monitoring and training, with KWS; inventories of wetlands and design of rapid survey techniques, with NES.  |
| Sierra Leone | Ministry of Agriculture, Forestry and the Environment (MAFE) - Forestry Division (FD); MAFE - Environmental Protection Division (EPD); University of Sierra Leone (USL)                      | The National Liaison Committee (NLC) includes representatives of FD, EPD and USL, together with CSSL, other environmental NGOs and local communities from around identified Important Bird Areas. NLC meetings occur at 3 levels: national, regional and site. Field work, including IBA surveys, is carried out collaboratively by CSSL staff and staff of FD, EPD (Wildlife Conservation Branch) and USL  |
| South Africa | Department of Environment Affairs and Tourism (DEA&T); National Parks Board; 9 Provincial Nature Conservation Depts: Cape Nature Conservation; Eastern Cape Dept. of Economic Affairs,       | At national level, collaboration is between BirdLife SA and DEA&T, including participation in a workshop on biodiversity implementation and planning for the NLC which will be set-up as soon as the GEF project implementation starts. The NLC will include DEA&T, BirdLife SA and other government or NGO representatives. The NLC will coordinate the IBA programme and ensure that it conforms  |

| COUNTRY      | GOVERNMENT AGENCIES  | NATURE OF CO-OPERATION  |
|--------------|--|---|
| Chad         | Ministry of Lands and Forestry<br>(MLF), Ministry of Environment, Science and Technology (MEST), Department of Forestry (DF), Wildlife Department (WD), Environmental Protection Agency (EPA)  | The MLF provides umbrella government approval and has provided practical support in terms of advising and promoting protection of the sites identified by the programme. DF and WD both have responsibilities for the programme to manage and provide subvention for the programme to carry out data collection in protected areas. Staff from both DF and WD are collaborating with staff of MEST in the implementation of field surveys and have received training under the programme in relevant survey techniques. Protected areas will also use the data available from field survey work to incorporate and conserve into protected area statistics. The programme collaborates with EPA in terms of biodiversity information and human impacts on biodiversity. Data from the programme will be incorporated in the national biodiversity database currently being set up by EPA. |
| Kenya        | National Museum of Kenya<br>(NMK), Forestry Department (FD), Kenya Wildlife Service (KWS), National Environment Secretariat (NES)  | An 'Advisory Board' (AB) was set up in 1995, comprising representatives of the NMK, Forestry, and a number of other relevant Kenyan Government Ministries and Departments. The Advisory Board, which has three members, provides advice and guidance for research and action, and ensures that information on IBA is disseminated to decision-makers. In addition, the ABNHS works closely on the ground with the listed organisations, which are actively represented on EBNHS environmental sub-committees (Bird Conservation and Wetlands Working Groups). Some examples include: public awareness, outreach and information; bird species surveys; with NMK, restoration of habitats; with FD, wetland monitoring and mapping; with KWS, inventory of wetlands and design of reserve survey techniques, web NES.  |
| Sierra Leone | Ministry of Agriculture, Forestry and the Environment<br>(MAFE), Forestry Division (FD), MAFR - Environmental Protection Division (EPD), University of Sierra Leone (USL)                      | The National Liaison Committee (NLC) includes representatives of PD, EPD and USL, together with CSRI, other environmental NGOs and local communities from around identified important Bird Areas. NLC meetings occur at 3 levels: national, regional and the field level, including IBA surveys, carried out collaboratively by CSRI and USL staff or PD, EPD, Wildlife Conservation Society (WCS) and USL.   |
| South Africa | Department of Environmental Affairs and Tourism (DEAT), National Parks Board, International Wildlife Conservation Group, Cape Nature Conservation, Eastern Cape Department of Economic Affairs | An ongoing level of collaboration is between DEAT, the SA and IBAAT, including participation in a working group on biodiversity, information and planning for the NLC, which will be set up as soon as the EBNHS project implementation starts. The NLC will include DEAT, with the SA and other government or NGO representatives. The NLC will coordinate the EBNHS programme and ensure that it operates   |



| COUNTRY  | GOVERNMENT AGENCIES   | NATURE OF COLLABORATION  |
|----------|---|--|
|          | Environment and Tourism; Free State Dept. of Environmental Affairs and Tourism; Gauteng Directorate of Nature and Environmental Conservation; Mpumalanga Parks Board; Natal Parks Board; Northern Cape Nature Conservation Service; Northern Province Environmental Affairs and Tourism; Northwest Parks Board  | with and complements government policies on biological diversity and the Biodiversity Implementation Strategy. At the regional level, collaboration with the listed agencies will vary from provincial liaison committees to contacts with key individuals and other organisations as required by the needs of the programme. Regional liaison will ensure that monitoring, action and advocacy elements of the programme accord with existing conservation programmes of the listed agencies, to maximise effect and eliminate duplication. |
| Tanzania | Vice-President's Office, (GEF Political Focal Point); National Environmental Management Council (NEMC): (GEF Focal Point); Ministry of Natural Resources and Tourism (MNRT) - Directorate of Forestry; Directorate of Wildlife; Directorate of Fisheries; Mweka Wildlife College; Tanzania National Parks (TANAPA); Serengeti Wildlife Research Institute; Commission for Science and Technology; Zoology Dept. of the University of Dar es Salaam; Sokoine University of Agriculture; Directorate of Environment (Vice-President's Office) | The GEF Focal Political Focal Point provides overall agreement on government collaboration with WCST in the programme. The NLC comprises representatives of all the listed agencies from NEMC to Directorate of Environment, together with WCST and functions to coordinate the overall programme and ensure dissemination of information to all relevant agencies. Field work and IBA surveys are coordinated by WCST in collaboration with regional staff of the relevant Directorates, TANAPA and University Departments.                 |
| Tunisia  | Ministère de l'Environnement et de l'Aménagement du Territoire; Agence Nationale de Protection de l'Environnement; Centre des Activités Régionales pour les Aires Spécialement Protégées (CAR/ ASP); Direction Générale des Forêts  | The national Important Bird Area committee involves representatives from all the listed government agencies. All the agencies are concerned with site protection and will collaborate on parts of programme implementation including conservation action plans, implementation of site management activities, sharing biodiversity and other site information, and joint training exercises and field surveys  |
| Uganda   | Ministry of Finance (GEF National Operational Focal Point); National Wetlands Conservation and Management Programme (NWCMP); Makerere University Institute of Environment and Natural Resources National Environment Management Authority (NEMA); Uganda Wildlife Authority (UWA)   | Overall government support and commitment to the programme has been provided by the GEF Focal Point and by NEMA, which also provides direct support and advice. EANHS is collaborating with the NWCMP and UWA on research at wetland sites in the country, including those in Uganda National Parks. These agencies provide technical advice to the programme and EANHS staff also work with staff of the agencies at the field level. Collaboration with Makerere involves information exchange and provision of advice to the programme    |

| COUNTRY  | GOVERNMENT AGENCIES  | NATURE OF COLLABORATION  |
|----------|--|--|
| Tanzania | <p>Environment and Tourism, Free State Dept. of Environment, Affairs and Tourism, Council Directorates of Nature and Environment Conservation, Mpumanga Park Board, National Parks Board, National Cape Nature Conservation Service, Northern Province Environmental Affairs and Tourism, Northern Parks Board</p> <p>Vice-President's Office (VPO), National Police Force, National Environmental Management Council (NEMC), (GEF) Fund, Ministry of Natural Resources and Tourism (MART), Directorate of Forestry, Directorate of Wildlife, Directorate of Fisheries, Marine Wildlife College, Tanzania National Parks (TANAPA), Serengeti Wildlife Research Institute, Commission for Science and Technology, Zoology Dept. of the University of Dar es Salaam, Sokoine University of Agriculture, Directorate of Environment (Vice-President's Office)</p> | <p>With and complement government policies on biological diversity and the biodiversity implementation strategy. At the regional level, collaboration with the listed agencies will vary from provincial level to country as to common with local individuals and other organizations as required by the needs of the programme. Regional listing will ensure that monitoring action and advisory elements of the programme are in line with existing conservation programmes of the listed agencies, to maximise effect and eliminate duplication.</p> <p>The GEF Local Political Fund provides overall agreement on government collaboration with WCT in the programme. The NEMC, comprises representatives of all the listed agencies from NEMC to Directorate of Environment together with WCT and functions to coordinate the overall programme and ensure dissemination of information to all relevant agencies. Field work and IBA surveys are coordinated by WCT in collaboration with regional staff of the relevant Directorates, TANAPA and University Departments.</p> |
| Tunisia  | <p>Ministère de l'Environnement et de l'Aménagement du Territoire, Agence Nationale de Protection de l'Environnement, Centre des Activités Régionales pour les Aires Spécialement Protégées (CARASP), Direction Générale des Forêts</p>  | <p>The national Institut Riset Area committee involves representatives from all the listed government agencies. All the agencies are concerned with the protection and will collaborate on parts of programme implementation including conservation action plans, implementation of the management and their, sharing biodiversity and other information, and joint training exercises and field trips.</p>  |
| Uganda   | <p>Ministry of Finance (GEF), National Operational Board, National Wildlife Conservation and Management Programme (NWCMP), Makerere University Institute of Environment and Natural Resources, National Environment Authority (NEA), Wildlife Authority (WVA)</p>  | <p>Overall government support and commitment to the programme has been provided by the GEF. The NEA and WVA, which also provides direct support and advice, is collaborating with the NWCMP and TANAPA on research at wetland sites in the country, including those in Uganda National Parks. These agencies provide technical advice to the programme and EAMHS staff also work with staff of the agencies at the field level. Collaboration with WVA involves information exchange and provision of advice to the programme.</p>   |

## SECTION F. RISKS

NGO-government collaboration is crucial to the achievement of programme objectives. Commitment to the process and strong NGO-government relationships have already been developed in many participating countries. However, a lack of government tolerance towards NGOs or a refusal to collaborate in any one country would jeopardise success. The proposal also assumes that the enthusiasm of local communities will be captured through appropriate, participatory approaches to the identification, monitoring and conservation of sites. If it fails to excite local interest and commitment, a fundamental element of programme sustainability would be lost, as there would be no site-based constituency to monitor and advocate for the conservation of the important biodiversity sites identified. Combining the diverse skills and needs of both professional and amateur groups together is also a challenge, but many network members are already doing this successfully.

The NGO Partners possess considerable expertise in network relations and operate within an established institutional framework, but project-related skills and capacity at the national level are limited. The programme is designed to develop skills and capacity in both NGOs and governments and to strengthen the institutional base during the proposed five-year period scaled-up by the GEF. The creation of sustainable national programmes and regional support structures as programme outputs are essential to sustainability after the end of GEF funding. These outputs rest on two assumptions relating to funding. One is that a volunteer, sites-based conservation constituency can be created during the five years and subsequently sustained at little cost. The second is that the network will be able to obtain funding from sources other than GEF, both as co-funding during the course of the five years and as programme funding after the end of GEF support. The track record of the network in this area to date suggest that this is achievable (see B.4 'Project Strategy: Sustainability and Participation').

Site-based conservation alone does not guarantee biodiversity conservation: the IBA process needs to be seen in the context of a wider approach, since the site is only one unit of conservation currency. Two other fundamental approaches exist. The species approach has already been used extensively with endangered and other flagship birds as the focus<sup>32</sup>. The second, more powerful, approach tackles conservation in the wider environment but this has yet to be addressed in Africa in the detail it has in other regions<sup>33</sup>. Developing plans to conserve ecosystems does, however, require data on species' ecology, population sizes and trends and relies on the existence of a community of informed local data gatherers. The IBA process will take five years to build this constituency in Africa, leading to the next step in the process of achieving wider habitat conservation across the continent.

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32 Collar, N. J. & Stuart, S. M. 1985. *Threatened birds of Africa and related islands*. Cambridge, UK: ICBP.

33 Tucker, G. M. & Heath, M. F. 1995. *Birds in Europe: their conservation status*. BirdLife Conservation Series No.3. Cambridge, UK: BirdLife International.



## SECTION 6. RISKS

NGO-government collaboration is critical to the achievement of programme objectives. Commitment to the process and strong NGO-government relationships have already been developed in many participating countries. However, a lack of government tolerance towards NGOs or a refusal to collaborate in any one country would jeopardise success. The proposal also assumes that the enthusiasm of local communities will be captured through appropriate participatory approaches to the identification, monitoring and conservation of sites. If it fails to excite local interest and commitment, a fundamental element of programme sustainability would be lost, as there would be no site-based consistency to monitor and advocate for the conservation of the important biodiversity sites identified. Combining the diverse skills and needs of both professional and amateur groups together is also a challenge, but many network members are already doing this successfully.

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31. Collier, H. J. & Stuart, S. M. 1992. *Conservation of Africa's wetlands*. Cambridge, UK: ICBP.  
32. Turner, G. M. & Hume, M. P. 1997. *Wetland in Europe: from conservation to development*. In: *Wetland in Europe: from conservation to development*. Cambridge, UK: Cambridge University Press.

## **SECTION G. PRIOR OBLIGATIONS AND PREREQUISITES**

### **G.1 Prior obligations**

Ratification of the CBD is a pre-condition for GEF/UNDP assistance. All participating countries have ratified the convention.

### **G.2 Prerequisites**

No actions or inputs from governments or NGOs involved in this project are considered necessary as prerequisites. The signatures of governments to this document indicate their agreement.

## **SECTION H. PROJECT REVIEW, REPORTING AND EVALUATION**

### *Technical Advisory Group (TAG)*

Two technical advisors will be appointed by UNOPS for the five year duration of the project. Terms of Reference are given in Annex 3. They will provide independent perspectives on project management and implementation (see Section H) but crucially, will be expected to provide advice and directions for improving project performance. Their responsibilities will be divided regionally, one advisor covering the five countries in northern and western Africa the other advisor the eastern and southern African states. Each advisor will be available for 1.5 man months per year to provide assistance, guidance and technical backup to the NGOs. The main advisory input will be in site visits particularly during the period when the NGOs (see diagram on following page) and NLCs are preparing for the Tripartite Reviews (see below) with the object of providing assistance in and advice on the production of PPERs (see below). Annual work plans will also be prepared during this period for which the TAG will also provide backup as required. Three of the five countries for which the advisors are each responsible will be visited *per annum* and each country will, therefore, be visited at least three times in the course of the five year project.

### *Tripartite Review*

The project will be subject to Tripartite Review (TPR) in each operational country (joint review by representatives of the national government, NGO and UNDP), the first of which will be held within 12 months of the start of full implementation (see Annex 2). The contracted NGO in each country will, in liaison with the NLC, prepare and submit to each TPR a Project Performance Evaluation Report (PPER) with assistance and guidance from the TAG (see above).

A project terminal report will be prepared for consideration at the Terminal Tripartite Review meeting. It will be prepared in draft sufficiently in advance to allow review and technical clearance by the executing agency at least four months prior to the terminal tripartite review. The assignment of responsibility for the preparation of a terminal report will be reflected in subsequent revisions of the Project Document.



## SECTION C. PRIOR OBLIGATIONS AND PREREQUISITES

### C.1. Prior obligations

Ratification of the CBD is a pre-condition for GEF/UNDP assistance. All participating countries have ratified the convention.

### C.2. Prerequisites

No actions or inputs from governments or NGOs involved in this project are considered necessary as prerequisites. The signatures of governments to the document indicate their agreement.

## SECTION H. PROJECT REVIEW, REPORTING AND EVALUATION

### Territorial Advisory Group (TAG)

Two technical advisors will be appointed by UNDP for the five year duration of the project. Terms of Reference are given in Annex 3. They will provide independent perspectives on project management and implementation (see Section H) but essentially, will be expected to provide advice and direction for improving project performance. Their responsibilities will be divided regionally, one advisor covering the five countries in northern and western Africa the other advisor the eastern and southern African states. Each advisor will be available for 1-2 man months per year to provide assistance, guidance and technical backup to the NGOs. The main advisory input will be in the areas particularly during the period when the NGOs (see diagram on following page) and NLCs are preparing for the Territorial Reviews (see below) with the object of providing assistance in and advice on the production of PPRs (see below). Annual work plans will also be prepared during this period for which the TAG will also provide backup as required. Two of the five countries for which the advisors are each responsible will be visited per annum and each country will, therefore, be visited at least three times in the course of the five year project.

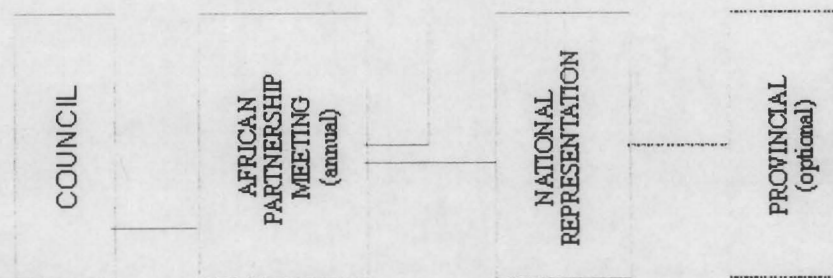
### Territorial Review

The project will be subject to Territorial Review (TR) in each operational country (joint review by representatives of the national government, NGO and UNDP), the first of which will be held within 12 months of the start of full implementation (see Annex 2). The concerned NGO in each country will, in liaison with the NLC, prepare and submit to each TR a Project Performance Evaluation Report (PPER) with assistance and guidance from the TAG (see above).

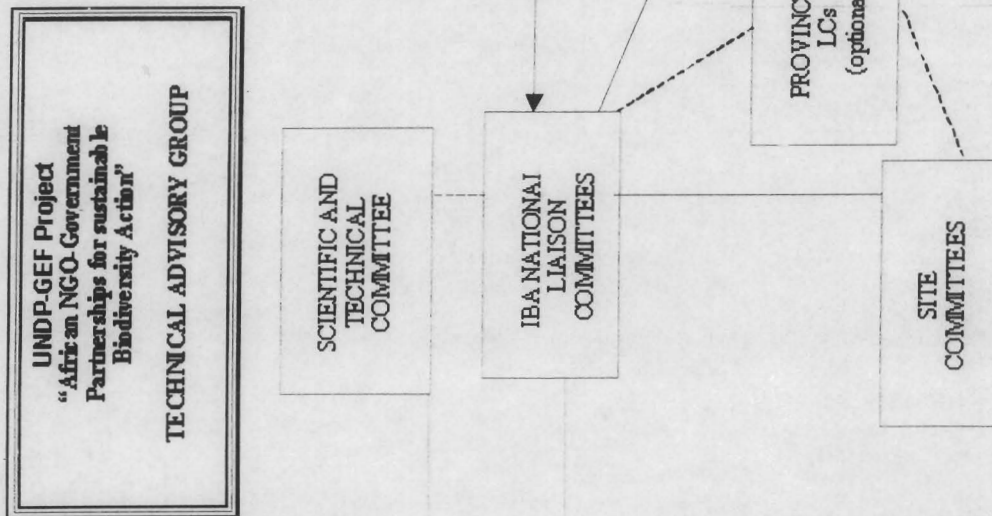
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# PROJECT DOCUMENT

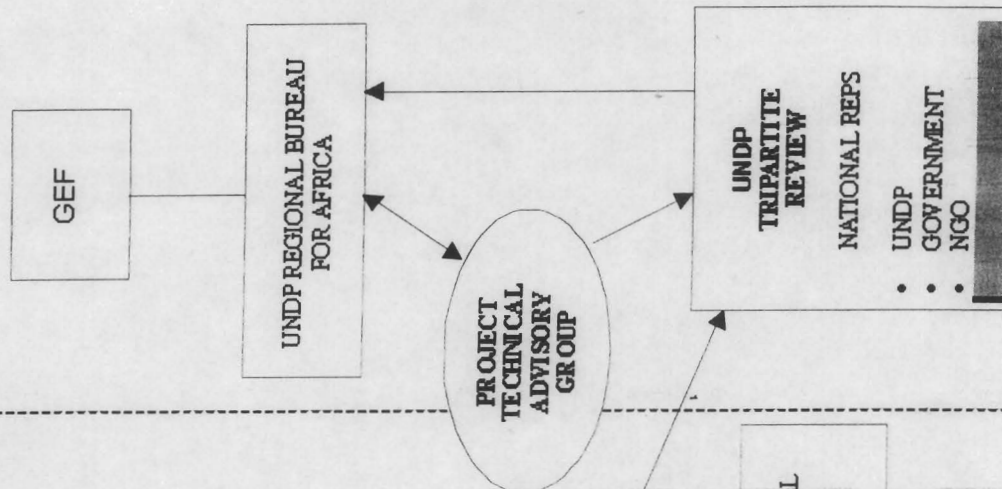
## BirdLife International



## African IBA Programme



## UNDP-GEF Project





### *Project Evaluation*

The project will be evaluated at the end of years two and five. The exact organisational details - terms of reference, timing etc. - will be decided after consultation between the UNDP-RBA, UNOPS and BirdLife International but the TAG will be the key members of the evaluation group.

A time schedule of reviews, reports and evaluations is attached as Annex 2.

### *Internal project management*

Internal project monitoring will be achieved through the institutional structures detailed in (B.4 'Project strategy and institutional arrangements: Institutional framework', above).

The remit of the National Liaison Committee in each participating country is to adopt the Important Bird Area (IBA) process, to approve the national programme, to allocate implementation responsibilities and to monitor and review progress. Each NLC will meet at least annually, will oversee the production of national technical and financial reports and will participate in meetings and periodic reviews of the whole Africa programme.

At a regional level, the existing BirdLife Africa network ("the African Partnership") will meet once a year during the course of the project in one of the African sub-regions. These meetings will review progress on each of the 10 national programmes, against original objectives, and will review expenditure against budgets and future funding allocations and requirements. Each NLC will provide information on progress within its own country programme. The Partnership meetings will provide technical and financial reports relating to the whole project and will propose individuals (including members of NLCs) to participate in external project reviews.

## **SECTION I. LEGAL CONTEXT**

This Project Document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the individual Governments and the United Nations Development Programme, signed by the parties on the dates mentioned below:

| <b>COUNTRY</b>      | <b>DATE OF SIGNATURE</b> | <b>EFFECTIVE DATE</b>                                 |
|---------------------|--------------------------|---|
| <i>Burkina Faso</i> | <i>19 July 1976</i>      | <i>14 December 1977</i>                               |
| <i>Cameroon</i>     | <i>25 October 1991</i>   | <i>25 October 1991</i>                                |
| <i>Ethiopia</i>     | <i>26 February 1981</i>  | <i>5 November 1984</i>                                |
| <i>Ghana</i>        | <i>27 November 1978</i>  | <i>provisionally in force as of date of signature</i> |
| <i>Kenya</i>        | <i>17 January 1991</i>   | <i>17 January 1991</i>                                |
| <i>Sierra Leone</i> | <i>21 December 1977</i>  | <i>21 December 1977</i>                               |
| <i>South Africa</i> | <i>3 October 1994</i>    | <i>3 October 1994</i>                                 |
| <i>Tanzania</i>     | <i>30 May 1978</i>       | <i>30 May 1978</i>                                    |
| <i>Tunisia</i>      | <i>25 April 1987</i>     | <i>14 March 1990</i>                                  |
| <i>Uganda</i>       | <i>29 April 1977</i>     | <i>29 April 1977</i>                                  |

The following types of revisions may be made to this Project Document with the signature of the UNDP only, provided the UNDP is assured that the other signatories of the Project Document have no objections to the proposed changes. More major revisions will require further consultation and minor changes simply the signature of UNDP.



Project Evaluation  
The project will be evaluated at the end of years two and five. The exact organizational details - terms of reference, timing etc. - will be decided after consultation between the UNDP/IBRA and Sustainable Development Unit. The TAG will be the key members of the evaluation group.

A time schedule of review, reports and evaluations is attached as Annex 2.

Project management  
Project management will be achieved through the institutional framework detailed in (B.4). Project strategy and institutional arrangements (institutional framework, above).

The role of the National Liaison Committee in each participating country is to adopt the important Bird Area (IBA) process, to approve the national programme, to allocate implementation responsibilities and to monitor and review progress. Each NLC will meet at least annually, will oversee the production of national technical and financial reports and will participate in meetings and periodic reviews of the whole African programme.

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| COUNTRY      | DATE OF SIGNATURE | EFFECTIVE DATE                                 |
|--------------|-------------------|--|
| Burkina Faso | 19 July 1977      | 14 December 1977                               |
| Cameroon     | 25 October 1981   | 25 October 1981                                |
| Ethiopia     | 20 February 1981  | 5 November 1984                                |
| Ghana        | 27 November 1978  | provisionally in force as of date of signature |
| Kenya        | 17 January 1981   | 17 January 1981                                |
| Senegal      | 21 December 1977  | 21 December 1977                               |
| South Africa | 7 October 1984    | 7 October 1984                                 |
| Tanzania     | 30 May 1978       | 30 May 1978                                    |
| Yemen        | 22 April 1985     | 14 March 1980                                  |
| Uganda       | 20 April 1977     | 20 April 1977                                  |

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- Revisions to, or addition of, annexes of the Project Document;
- Revisions which do not involve significant changes in the immediate objectives, outputs or activities of a project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation.

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Revisions which do not involve significant changes in the immediate objective, outputs or activities of a project, but are caused by the reorganization of inputs already agreed to or by cost increases due to inflation.



## SECTION J. BUDGET

**COUNTRY:** Regional (Africa)  
**PROJECT NUMBER:** RAF97G31/C/1G/99  
**PROJECT TITLE:** African NGO-Government Partnerships for Sustainable Biodiversity Areas.

| B. L.        | DESCRIPTION               | 1997           | 1998             | 1999           | 2000           | 2001           | TOTAL            |
|--------------|---------------------------|----------------|------------------|----------------|----------------|----------------|------------------|
| <b>10.00</b> | <b>PROJECT PERSONNEL</b>  |                |                  |                |                |                |                  |
| 11.00        | International Experts     |                |                  |                |                |                |                  |
| 11.97        | Tech. Advisor. Group      | 57,000         | 57,000           | 57,000         | 57,000         | 57,000         | 285,000          |
| <b>11.99</b> | <b>Sub-Total</b>          | <b>57,000</b>  | <b>57,000</b>    | <b>57,000</b>  | <b>57,000</b>  | <b>57,000</b>  | <b>285,000</b>   |
| <b>16.00</b> | <b>MISSION COSTS</b>      |                |                  |                |                |                |                  |
| 16.01        | UNOPS Monitoring          | 0              | 2,000            |                |                |                | 2,000            |
| 16.02        | UNDP Monitoring           | 0              | 500              |                |                |                | 500              |
| 16.03        | Evaluation Costs          |                | 30,000           |                |                | 35,000         | 65,000           |
| <b>16.99</b> | <b>Sub-Total</b>          | <b>0</b>       | <b>32,500</b>    | <b>0</b>       | <b>0</b>       | <b>35,000</b>  | <b>67,500</b>    |
| <b>19.00</b> | <b>COMPONENT TOTAL</b>    | <b>57,000</b>  | <b>89,500</b>    | <b>57,000</b>  | <b>57,000</b>  | <b>92,000</b>  | <b>352,500</b>   |
| <b>20.00</b> | <b>SUB-CONTRACTS</b>      |                |                  |                |                |                |                  |
| 21.01        | Ntl Activities: BKF       | 0              | 86,000           | 43,000         | 43,000         | 43,000         | 215,000          |
| 21.02        | Ntl Activities: CMR       | 0              | 78,800           | 39,400         | 39,400         | 39,400         | 197,000          |
| 21.03        | Ntl Activities: ETH       | 0              | 86,000           | 43,000         | 43,000         | 43,000         | 215,000          |
| 21.04        | Ntl Activities: GHA       | 0              | 86,000           | 43,000         | 43,000         | 43,000         | 215,000          |
| 21.05        | Ntl Activities: KEN       | 0              | 78,800           | 39,400         | 39,400         | 39,400         | 197,000          |
| 21.06        | Ntl Activities: MAG       | 0              | 10,000           | 0              | 0              | 0              | 10,000           |
| 21.07        | Ntl Activities: SIL       | 0              | 53,750           | 53,750         | 53,750         | 53,750         | 215,000          |
| 21.08        | Ntl Activities: SAF       | 0              | 74,000           | 37,000         | 37,000         | 37,000         | 185,000          |
| 21.09        | Ntl Activities: URT       | 0              | 78,800           | 39,400         | 39,400         | 39,400         | 197,000          |
| 21.10        | Ntl Activities: TUN       | 0              | 53,750           | 53,750         | 53,750         | 53,750         | 215,000          |
| 21.11        | Ntl Activities: UGA       | 0              | 78,800           | 39,400         | 39,400         | 39,400         | 197,000          |
| 21.12        | African Reg. Coordination | 61,000         | 440,784          | 295,000        | 345,000        | 376,000        | 1,517,784        |
| <b>20.99</b> | <b>Sub-Total</b>          | <b>61,000</b>  | <b>1,205,484</b> | <b>726,100</b> | <b>776,100</b> | <b>807,100</b> | <b>3,575,784</b> |
| <b>29.00</b> | <b>COMPONENT TOTAL</b>    | <b>61,000</b>  | <b>1,205,484</b> | <b>726,100</b> | <b>776,100</b> | <b>807,100</b> | <b>3,575,784</b> |
| <b>40.00</b> | <b>EQUIPMENT</b>          |                |                  |                |                |                |                  |
| 42.01        | Vehicles                  | 0              | 102,000          | 0              | 0              | 0              | 102,000          |
| <b>40.99</b> | <b>Sub-Total</b>          | <b>0</b>       | <b>102,000</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>102,000</b>   |
| <b>49.00</b> | <b>COMPONENT TOTAL</b>    | <b>0</b>       | <b>102,000</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>102,000</b>   |
| <b>50.00</b> | <b>MISCELLANEOUS</b>      |                |                  |                |                |                |                  |
| 53.00        | Sundries (2%)             | 2,360          | 27,940           | 15,662         | 16,662         | 17,982         | 80,606           |
| <b>50.99</b> | <b>Sub-Total</b>          | <b>2,360</b>   | <b>27,940</b>    | <b>15,662</b>  | <b>16,662</b>  | <b>17,982</b>  | <b>80,606</b>    |
| <b>59.00</b> | <b>COMPONENT TOTAL</b>    | <b>2,360</b>   | <b>27,940</b>    | <b>15,662</b>  | <b>16,662</b>  | <b>17,982</b>  | <b>80,606</b>    |
| 93.01        | Support Services (5.33%)  | 6,415          | 75,948           | 42,574         | 45,292         | 48,880         | 219,110          |
| <b>99</b>    | <b>GRAND TOTAL</b>        | <b>126,775</b> | <b>1,500,872</b> | <b>841,336</b> | <b>895,054</b> | <b>965,962</b> | <b>4,330,000</b> |

\*This includes regional training programs, workshops and exchanges; BirdLife Secretariat costs for regional coordination (including cost of a project manager and administrative overheads) and a sub-regional coordination structure.

\*\*Country programs that requested a vehicle be bought through the UNDP have had the cost deducted from their program budgets. This line item represents the sum of all such requests.

\*\*\*This is total GEF contribution. There is co-financing from other donors (see Section A) of US \$ 7, 117, 000 which has been obtained by individual country programs and being used to fund ongoing national IBA programs. GEF funding will scale up such programs.



**SECTION K. ANNEXES**

**ANNEX 1. *Workplan***

See following page.



SECTION K. ANNEXES

ANNEX I. Appendix

See following page.

# African NGO-Government Partnerships for Sustainable Biodiversity Action

## Annex 1. Workplan

| GEF process             | 1994 | 1995         | 1996         | 1997     | 1998   | 1999   | 2000   | 2001   | 2002   |
|-------------------------|------|--------------|--------------|----------|--------|--------|--------|--------|--------|
|                         |      | PDF workshop | Block B PAOC | GEF/Chad | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| North Tunisia           | 1    |              | 1            | 2        | 2      | 2      | 3      | 3      | 3      |
| West Burkina Faso       | 1    | 2            | 2            | 1        | 2      | 2      | 3      | 3      | 3      |
| Ghana                   | 1    | 2            | 2            | 2        | 3      | 3/4    | 3/4    | 4      | 4      |
| Sierra Leone            | 1    | 2            | 2            | 2        | 2      | 3      | 3      | 3      | 3      |
| Central Cameroon        |      |              |              | 1        | 2      | 2      | 3      | 3      | 3      |
| East Uganda             | 1    | 1            | 2            | 2        | 3      | 3      | 3/4    | 3/4    | 4      |
| Kenya                   | 1    | 1            | 2            | 2        | 3      | 3/4    | 3/4    | 4      | 4      |
| Ethiopia                | 1    | 1            | 2            | 2        | 3      | 3      | 3/4    | 3/4    | 4      |
| Tanzania                | 1    | 1            | 2            | 2        | 3      | 3      | 3      | 3      | 3      |
| Southern South Africa   | 1    | 2            | 2            | 3        | 3      | 3      | 3/4    | 3/4    | 4      |
| Indian Ocean Madagascar | 1    | 1            | 2            | 2        | 2      | 3      | 3      | 3      | 3      |

Sub regional coordination Sub regional coordinators

### Notes on schedule of project implementation

- Stages of national programme work (1-4) are shown in 6 month blocks
- Setup including project agreements
- Literature review, survey planning & execution, production of inventory
- IBA action planning, planning of action at sites, advocacy programme development
- Fully developed sustainable national site conservation programme

- Regional coordination is shown at the foot of the table
- Grey tones increase in depth over stages 1, 2 and 3

### Key

- Stage 1
- Stage 2
- Stages 3 and 4





## ANNEX 2. Schedule for project reviews, reporting and evaluation

**Expected start date of national activities : 1 January 1998**

| Year     | Report/Review/Evaluation activity  | Date                                      |
|----------|--|---|
| <i>1</i> | <i>Project Performance Evaluation Report (PPER) submission</i><br><i>Tripartite Review (TPR) Meeting</i> | 15 October 1998<br><b>1 December 1998</b> |
| <i>2</i> | <i>Project Performance Evaluation Report (PPER) submission</i><br><i>Tripartite Review (TPR) Meeting</i> | 15 October 1999<br><b>1 December 1999</b> |
|          | MID-TERM PROJECT EVALUATION  | December 1999                             |
| <i>3</i> | <i>Project Performance Evaluation Report (PPER) submission</i><br><i>Tripartite Review (TPR) Meeting</i> | 15 October 2000<br><b>1 December 2000</b> |
| <i>4</i> | <i>Project Performance Evaluation Report (PPER) submission</i><br><i>Tripartite Review (TPR) Meeting</i> | 15 October 2001<br><b>1 December 2001</b> |
| <i>5</i> | <i>Project Terminal Report</i><br><i>TERMINAL TRIPARTITE REVIEW</i>                                      | 15 August 2002<br><b>1 December 2002</b>  |
|          | FINAL EVALUATION   | <b>December 2002</b>                      |

# ANNEX 1 Schedule for project review, reporting and evaluation

Expected start date of national activities: 1 January 1998

| Year | Report/Review/Evaluation activity  | Date                               |
|------|--|------------------------------------|
| 1    | Project Performance Evaluation Report (PPER) submission<br>Tripartite Review (TRR) meeting | 15 October 1998<br>1 December 1998 |
| 2    | Project Performance Evaluation Report (PPER) submission<br>Tripartite Review (TRR) meeting | 15 October 1999<br>1 December 1999 |
|      | Mid-term Review (MTR) evaluation   | December 1999                      |
| 1999 | Project Performance Evaluation Report (PPER) submission<br>Tripartite Review (TRR) meeting | 15 October 2000<br>1 December 2000 |
| 4    | Project Performance Evaluation Report (PPER) submission<br>Tripartite Review (TRR) meeting | 15 October 2001<br>1 December 2001 |
| 5    | Project Performance Report<br>Tripartite Review (TRR) meeting                              | 15 October 2002<br>1 December 2002 |
|      | Final Review   | December 2002                      |



### ANNEX 3. *Terms of Reference*

#### ***Technical Advisory Group***

Two technical advisors will be appointed by UNOPS on the recommendation of UNDP-RBA and BirdLife International for the duration of the project. They will divide responsibilities regionally in providing support and advice. One advisor will cover Tunisia, Burkina Faso, Sierra Leone, Ghana and Cameroon. The other advisor will cover Ethiopia, Kenya, Uganda, Tanzania and South Africa. Each advisor will be available for 1.5 months per year to :

- To provide support to the NGOs in preparation of PPERs each year either by correspondence or a site visit
- To provide independent feedback to UNDP-RBA on the PPERs
- To provide detailed and independent perspectives in the two project evaluations (see Annex 2 for dates)

The advisors' activities will be monitored by UNDP-RBA and the individuals appointed may be replaced at any time by UNDP-RBA if appropriate.

#### ***National activities by BirdLife International network national NGOs***

Each national NGO will be contracted to UNOPS directly under the "Memorandum of Agreement for Local NGOs" (MoA). This will be a one year agreement renewable by UNOPS annually on the basis of satisfactory progress and planning. UNOPS will renew the MoA on receipt of a progress report and annual workplan which has the prior agreement of the BirdLife International secretariat.

The local NGO will:

- Undertake work to achieve objectives which contribute to the overall project objective, the exact nature of which will be specified in the work plan and mileposts in the annual MoA. This work will comprise
  - Progress towards the national objectives of the project according to outputs 1-5 of the log frame (see pg 18 of the Project Document)
  - Collaborate regionally in outputs 6 and 7 of the log frame
- Reporting to UNDP nationally according to Section H. of this Project Document
- Reporting to the BirdLife International secretariat annually on activities and progress
- Production of a workplan and mileposts for activities planned in the subsequent year (for clearance to UNOPS by the BirdLife secretariat)
- Recruit, train and manage personnel necessary to manage the above
- Participate in project evaluations

## ANNEX 1. Terms of Reference

### Technical Advisory Group

Two technical advisors will be appointed by UNOPS on the recommendation of UNDP-RBA and Birlik's International for the duration of the project. They will divide responsibilities regionally in providing support and advice. One advisor will cover Tunisia, Burkina Faso, Niger, Leone, Ghana and Cameroon. The other advisor will cover Ethiopia, Kenya, Uganda, Tanzania and South Africa. Each advisor will be available for 1-2 months per year to:

- To provide support to the NGOs in preparation of TPERs each year either by correspondence or a site visit
- To provide independent feedback to UNDP-RBA on the TPERs
- To provide detailed and independent perspectives in the two project evaluations (see Annex 2 for details)

The advisors' activities will be monitored by UNDP-RBA and the individuals appointed may be replaced at any time by UNDP-RBA if appropriate.

### National activities by Birlik's International network national NGOs

Each national NGO will be contacted to UNOPS directly under the "Memorandum of Agreement for Local NGOs" (MOA). This will be a one year agreement renewable by UNOPS annually on the basis of satisfactory progress and planning. UNOPS will renew the MOA on receipt of a progress report and annual workshop which has the prior agreement of the Birlik's International secretariat.

### The local NGO will:

- Undertake work to achieve objectives which contribute to the overall project objective, the exact nature of which will be specified in the work plan and milestones in the annual MOA. The work will comprise:
  - Progress towards the national objectives of the project according to outputs 1-5 of the log frame (see pg 18 of the Project Document)
  - Collaborate regionally in outputs 6 and 7 of the log frame
- Reporting to UNDP nationally according to Section H of the Project Document
- Reporting to the Birlik's International secretariat annually on activities and progress
- Production of a workshop and milestones for activities planned in the subsequent year (for clearance to UNOPS by the Birlik's secretariat)
- Recruit, train and manage personnel necessary to manage the above
- Participate in project evaluations

***African Regional Coordination - BirdLife International Secretariat***

The BirdLife International secretariat will be contracted to UNOPS to:

- Monitor the progress of the project as a whole on an annual basis including an annual project meeting
- Provide appropriate recommendations to UNOPS for the extension of each of the Local NGO MoAs for a further year on being satisfied with progress to date and the plans for the further year proposed by the NGO
- Extend the IBA programme into new countries not covered within the project detailed herein in two subregions of Africa
- Provide detailed technical support to the project network to ensure consistent project workings to common standards
- Pan African training initiatives
- Provide procurement support to NGOs as required
- Recruit, train and manage personnel necessary to manage the above
- Participate in project evaluations

In the contract between UNOPS and BirdLife International, UNOPS will agree not to unreasonably refuse extension of any Local NGO MoA where BirdLife has recommended such an extension.

Some of the functions detailed above may be laid-off to national BirdLife Partners (excluding those in the countries participating in the GEF-funded project).

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(Signature/initials/Stamp of the donor)

## **Annex 4. Calculation of Incremental Costs**

### **Broad Development Goals**

All of the countries involved are engaged in a range of biodiversity planning and management activities. They all have environment agencies of one kind or another who are responsible for the broader issues associated with biodiversity policy and planning (Environment Agencies). All have some kind of NEAP or NEMP. All, with the current exception of Ethiopia, are engaged in the preparation of biodiversity strategies and action plans. At the management level they all have protected area systems involving national parks, forest reserves, and the like, together with sectoral agencies with responsibility for these. Hence all countries have a commitment to the conservation and sustainable use of biological diversity as a part of their national development plans.

### **Baseline**

Incremental cost issues can be discussed at two levels of detail depending on the system boundary selected for analysis: (i) a broader one dealing with the identification and management of sites of global biodiversity significance in Africa as a whole; and (ii) a narrower one dealing with the IBA process in the absence of GEF support.

(i) On the basis of the broader system boundary, baseline activities include the full range of activities in each country associated with the identification, management and monitoring of sites of biodiversity activity. While this is very variable across countries several generalizations can be made:

- the current level of knowledge is inadequate (this applies to both inventory and monitoring)
- management is inadequate
- management is based on central government authority and control and few, if any, have local advocacy groups supporting management.

(ii) Within the narrower system boundary, all participating countries have launched an IBA process (see annex 2). In some, such as Ghana and Sierra Leone, the process is quite advanced and some site based activities have been started. In others such as Tunisia and Cameroon, the process is just starting. However, even within these countries the NGO-government partnerships are generally rudimentary and weak. Possible exceptions are Ethiopia - where a formal government-NGO agreement to cooperate has been signed - though no on-the-ground activities have started, and Kenya - where government staff and volunteers are working side-by-side on field inventories despite the absence of any formal agreement on cooperation. In both of these cases, however, this cooperation has not yet been extended into real site advocacy and management.

The broader system boundary incorporates the full range of ecological, social, political and economic systems that impact biodiversity in all 10 countries, and to a lesser extent throughout Africa. Given its magnitude as compared to the size of the programme, this scale of analysis is probably of little assistance. Consequently the analysis is based on the narrower system boundary, that of the IBA process itself.

In either case, between countries there is currently little coordination and there is little opportunity for exchange of ideas, experience and expertise. While long term funding support for NGO-government partnerships in biodiversity activities seems to be available, little attention

Annex 4: Calculation of Investment Costs

Broad System Goals

All of the countries involved are engaged in a range of biodiversity planning and management activities. They all have environmental agencies of one form or another who are responsible for the broader issues associated with biodiversity policy and planning (Environment Agencies). All have some form of NEAP or NEMP. All, with the current exception of Ethiopia, are engaged in the preparation of biodiversity strategies and action plans. At the management level they all have protected area systems involving national parks, forest reserves, and the like, together with sectoral agencies with responsibility for these. Hence all countries have a commitment to the conservation and sustainable use of biological diversity as a part of their national development plans.

Baseline

Investment cost issues can be discussed at two levels of detail depending on the system boundary selected for analysis: (i) a broader one dealing with the identification and management of wide of global biodiversity significance in Africa as a whole; and (ii) a narrower one dealing with the IBA process in the absence of GEP support.

(i) On the basis of the broader system boundary, baseline activities include the full range of activities in each country associated with the identification, management and monitoring of sites of biodiversity activity. While this is very variable across countries several generalizations can be made:

- the current level of knowledge is inadequate (this applies to both inventory and monitoring)
- management is inadequate
- management is based on central government authority and control and few, if any, have local advocacy groups supporting management

(ii) Within the narrower system boundary, all participating countries have launched an IBA process (see annex 3). In some, such as Ghana and Sierra Leone, the process is quite advanced and some site based activities have been started. In others such as Tunisia and Cameroon, the process is just starting. However, even within these countries the NGO-government partnerships are generally rudimentary and weak. Possible exceptions are Ethiopia - where a formal government-NGO agreement to cooperate has been signed - though no on-the-ground activities have started, and Kenya - where government staff and volunteers are working side-by-side on field inventories despite the absence of any formal agreement on cooperation. In both of these cases, however, this cooperation has not yet been extended into real site advocacy and management.

The broader system boundary incorporates the full range of ecological, social, political and economic systems that impact biodiversity in all 10 countries, and to a lesser extent throughout Africa. Given its magnitude as compared to the size of the programme, this scale of analysis is probably of little assistance. Consequently the analysis is based on the narrower system boundary, that of the IBA process itself.

In either case, between countries there is certainly little coordination and there is little opportunity for exchange of ideas, experience and expertise. While long term funding support for NGO-government partnerships in biodiversity activities seems to be available, little attention



has yet been devoted to seeking this out and establishing mechanisms for its capture. While numerous new countries are interested in joining the programme, there is no capacity to reach-out, nurture, and train these emerging new government-NGO partners. The Birdlife Secretariat in England provides the little support that is available to all of these programmes.

#### **Global Environment Objective**

The objective of this project is to enhance biodiversity conservation in Africa through local and national NGO-government partnerships in the Important Bird Area process.

#### **GEF Alternative**

The GEF alternative will provide resources to scale-up the existing low-level activities. This will result in much more rapid advancement of the programme, the strengthening of government-NGO partnerships, increased abilities to carry out biodiversity inventory, advocacy, site management and monitoring on the part of governments and NGO's, the more rapid spread of the programme to other countries, the exchange of expertise between countries, the emergence of financial sustainability, and a reduction in technical dependency on the Birdlife Secretariat in England.

#### **Scope of the Analysis**

The programme system boundary involves primarily:

- the communities, institutions and stakeholders living in, around, or in such a way that they are affected by activities associated with, any particular globally important biodiversity within the ten countries
- the management agencies within the ten countries responsible for, or within whose mandate, globally important biodiversity sites falls. These may include national and local governments and associated institutions within the forestry, fisheries, wildlife, and other related natural resource sectors, as well as NGO's, community groups and the like.
- those agencies, NGO's and individuals in neighbouring countries who have an interest in, or responsibility for, globally important biodiversity sites.

For management agencies incidental domestic benefits might involve lightened responsibilities and workloads as volunteers are drawn into assisting them in fulfilling their mandate, though these are likely to be offset by increased responsibilities associated with the addition of new sites, as well as the coordination of a broader range of sites and actors. For local communities increased attention to globally important biodiversity sites might lead in the long term to the arrival of benefits in the form of integrated conservation and development projects, improved communications, community empowerment, and the like. Associated with these might be movement towards more sustainable systems of resource management, and hence associate livelihoods, though these normally entail other forms of sacrifice including lost opportunity costs associated with limitations on natural resource harvesting.

Participating national and local NGO's are likely to receive incidental domestic benefits in that the results of the programme should include the development of sustainable financing mechanisms for continuation of the process. Since these would arrive in the long term anyway, under the baseline, this project is simply hastening these.

has yet been devoted to seeking this out and establishing mechanisms for its capture. While numerous new countries are interested in joining the programme, there is no capacity to reach out, nurture, and train these emerging new government-NGO partners. The Wildlife Specialist in England provides the little support that is available to all of these programmes.

#### Global Environment Objective

The objective of the project is to enhance biodiversity conservation in Africa through local and national NGO-government partnerships in the Important Bird Area process.

#### GEF Alternative

The GEF alternative will provide resources to scale-up the existing low-level activities. This will result in much more rapid advancement of the programme, the strengthening of government-NGO partnerships, increased abilities to carry out biodiversity inventory, advocacy, site management and monitoring on the part of government and NGOs, the more rapid spread of the programme to other countries, the exchange of expertise between countries, the emergence of financial sustainability, and a reduction in technical dependency on the Wildlife Specialist in England.

#### Scope of the Analysis

The programme system boundary involves primarily the countries, institutions and stakeholders living in, around, or in such a way that they are affected by activities associated with, any particular globally important biodiversity within the ten countries. The management agencies within the ten countries responsible for, or within whose mandate, globally important biodiversity areas falls. These may include national and local government and associated institutions within the forestry, fisheries, wildlife, and other related natural resource sectors, as well as NGOs, community groups and the like. These agencies, NGOs and individuals in neighbouring countries who have an interest in, or responsibility for, globally important biodiversity sites.

For management agencies, technical domestic benefits might involve heightened responsibilities and workloads as volunteers are drawn into assisting them in fulfilling their mandate, though these are likely to be offset by increased resources, which are associated with the addition of new sites, as well as the coordination of a broader range of sites and sectors. For local communities, increased attention to globally important biodiversity sites might lead in the long term to the arrival of benefits in the form of increased conservation and development projects, improved communications, community empowerment, and the like. Associated with these might be movement towards more sustainable systems of resource management, and hence associated livelihoods, though these normally entail other forms of sacrifice including loss opportunity costs associated with limitations on natural resource harvesting.

Participating national and local NGOs are likely to receive incidental domestic benefits in that the results of the programme should enhance the development of sustainable financing mechanisms for continuation of the process. Since these would arrive in the long term anyway, under the baseline, this project is simply hastening these.

**Costs (see budget for details)**

|             |                     |
|-------------|---------------------|
| Baseline    | \$ 7,117,000        |
| Alternative | <u>\$11,447,000</u> |
| Increment   | \$ 4,330,000        |

**Incremental Cost Matrix**

| Benefit                      | Baseline   | Alternative   | Increment  |  |
|------------------------------|--|---|--|--|
| Global Biodiversity Benefits | National biodiversity conservation action below potential due to overlap and limited NGO-government cooperation and collaboration.   | Rapid strengthening of government-NGO partnerships leading to faster, more sustainable, and higher quality inventory, advocacy, management and monitoring of globally important biodiversity sites. In particular:<br>- enhanced national biodiversity conservation action through coordinated and collaborative action by NGO's and governments<br>- full status of important biodiversity sites in each country known including: importance, legal status, threats, level of management.<br>- site specific national biodiversity conservation efforts maximised.<br>All important biodiversity sites monitored, sustainable management and financing regimes in place for each.<br>Rapid spread of programme to additional countries.<br>Reduction of dependency on Birdlife Secretariat in England. |  |  |
| Domestic Benefits            | Limited national abilities to inventory, advocate for, manage and monitor important biodiversity sites on basis of partnership between governments and NGO's.  | General improvement in NGO-government collaboration<br>Better understanding of status of biodiversity sites.<br>More rapid strengthening of national abilities to inventory, advocate for, manage and monitor important biodiversity sites.   |  |  |
| Costs                        | NGO's/National Staff<br>Regional Support Staff<br>Training Courses<br>Workshops & Exchanges<br>Publications<br>Vehicles & Boats<br>Equipment<br>Operations & Maintenance<br>Admin/Communic - Natl.<br>Admin/Communic - Regnl<br>Monitoring/Evaluation<br>Contingencies<br><u>Support Services</u><br>Total | \$ 2,566,000<br>1,988,000<br>129,000<br>367,000<br>225,000<br>50,000<br>20,000<br>1,027,000<br>438,000<br>294,000<br>13,000<br>-<br><u>320,000</u><br>\$7,117,000   | \$ 3,450,000<br>2,982,000<br>280,000<br>564,000<br>403,000<br>190,000<br>197,000<br>1,531,000<br>592,000<br>395,000<br>352,000<br>191,000<br><u>320,000</u><br>\$ 11,447,000 | \$ 884,000<br>994,000<br>151,000<br>197,000<br>178,000<br>140,000<br>177,000<br>504,000<br>154,000<br>101,000<br>339,000<br>191,000<br><u>320,000</u><br>\$4,330,000 |



Costs (see budget for details)

Baseline 2,711,000  
Alternative 2,114,447  
Increment 596,553

Incremental Cost Matrix

| Baseline  | Alternative  | Increment  |
|---|--|--|
| Baseline: National biodiversity conservation action plan (national due to overlap and limited NGO government cooperation and collaboration)   | Alternative: Limited strengthening of government, NGO partnerships leading to better, more sustainable, and higher quality biodiversity, education, management and conservation of globally important biodiversity sites in particular - enhanced national biodiversity conservation action through coordinated and collaborative action by NGO's and government - full status of important biodiversity sites in each country known including importance, legal status, threats, level of management, the specific national biodiversity conservation efforts underway. All important biodiversity sites monitored, sustainable management and financing regimes in place for each. Eight years of programme to additional countries. Extension of the study on Biodiversity in England. General improvement in NGO-government collaboration. Better understanding of state of biodiversity sites. More rapid strengthening of national capacity to inventory, monitor, manage and conserve important biodiversity sites. |  |
| Baseline: Limited national ability to inventory, advocate for, manage and monitor important biodiversity sites on basis of partnership between governments and NGOs.  | Alternative: General improvement in NGO-government collaboration. Better understanding of state of biodiversity sites. More rapid strengthening of national capacity to inventory, monitor, manage and conserve important biodiversity sites.  |  |
| Costs   |  |  |
| Total: 2,711,000<br>Support Personnel: 100,000<br>Communications: 100,000<br>Monitoring & Evaluation: 100,000<br>Admin. Expenses - Travel: 100,000<br>Admin. Expenses - Mail: 100,000<br>Operations & Maintenance: 1,000,000<br>Equipment: 20,000<br>Vehicles & Boats: 30,000<br>Publications: 25,000<br>Workshops & Exchanges: 15,000<br>Training Courses: 120,000<br>Regional Support Staff: 1,000,000<br>NGO National Staff: 2,586,000 | 2,114,447<br>100,000<br>100,000<br>100,000<br>100,000<br>1,000,000<br>20,000<br>30,000<br>25,000<br>15,000<br>120,000<br>1,000,000<br>2,086,447  | 596,553<br>0<br>0<br>0<br>0<br>0<br>0<br>0<br>0<br>0<br>0<br>0<br>0<br>0 |

## **9. Agreement**

The details of this programme has been worked out over a period of three years and have involved extensive discussions and negotiations between NGO's and governments in all of the programme countries, formalized in the letters of support for this project received from the national government GEF Operational Focal Points.

9. Agreement

The details of this programme has been worked out over a period of three years and have involved extensive discussions and negotiations between INCO's and governments in all of the programme countries. Formulated in the letter of support for this project received from the national government GEP Operational Policy Form.