



REQUEST FOR BIODIVERSITY ENABLING ACTIVITY

PROPOSAL FOR FUNDING UNDER THE GEF TRUST FUND

PART I: PROJECT IDENTIFIERS

EA Title:	National Biodiversity Planning to Support the implementation of the CBD 2011-2020 Strategic Plan in Yemen		
Country(ies):	Yemen	GEF Project ID:	t.b.d.
GEF Agency(ies):	UNDP	GEF Agency Project ID:	4847
Other Executing Partner(s):	Environmental Protection Authority (EPA)	Submission Date:	21 March 2012
GEF Focal Area (s):	Biodiversity	Project Duration (Months)	24
Check if applicable:	NCSA <input type="checkbox"/> NAPA <input type="checkbox"/>	Agency Fee (\$):	US\$ 22,000

A. EA FRAMEWORK

EA Objective: To integrate Yemen's obligations under the Convention on Biological Diversity (CBD) into its national development and sectoral planning frameworks through a renewed and participative 'biodiversity planning' and strategizing process, in a manner that is in line with the global guidance contained in the CBD's Strategic Plan for 2011-2020.

EA Component	Grant Type	Expected Outcomes	Expected Outputs	Grant Amount (\$)	Confirmed Co-financing (\$)
1) Stocktaking and national target setting	TA	<ul style="list-style-type: none"> - By end of 2012, a multi-sectoral/multi-stakeholder working group is established and it completes the stock-taking exercise. - By 2012, national targets in response to the global Aichi Targets are developed. 	<p>1.1 Review and stocktaking of products and results from previous biodiversity planning processes at the national level are carried out in participative manner.</p> <p>1.2 In response to the global Aichi Targets, national biodiversity targets are developed in a manner that is attuned to Yemen's reality.</p> <p>1.3 The achievement of national targets, developed in line with the global Aichi Targets, is duly monitored during the project duration and beyond, and this is reported upon to the CBD through national reports and other means.</p> <p>1.4 In an iterative manner, Yemen taps into useful information on, and participates into, global networks and initiatives on biodiversity data and indicators (such as the Biodiversity Indicators Partnership¹, Global Biodiversity Information Facility² and the World Conservation Monitoring Centre³, the Global Environment Outlook portal⁴, among other relevant ones).</p>	30,870	18,000
2) NBSAP update	TA	<ul style="list-style-type: none"> - By early 2014, the Yemen's NBSAP is fully updated, it is in line with the guidance in the CBD Strategic Plan (2011-2020) and has been 	<p>2.1 A National Biodiversity Strategy and Action Plan (NBSAP) for Yemen anchored into national development frameworks, is revised, in a manner that is participative, widely disseminated and fully integrates new aspects of the CBD strategic plan, such as:</p> <p>(i) mainstreaming biodiversity considerations into the national and sectoral developmental plans particularly poverty reduction strategies;</p>	100,500	20,000

¹ www.bipindicators.net

² www.gbif.org

³ www.unep-wcmc.org

⁴ geodata.rrcap.unep.org

EA Component	Grant Type	Expected Outcomes	Expected Outputs	Grant Amount (\$)	Confirmed Co-financing (\$)
		submitted to the CBD COP	<p>(ii) the valuing of ecosystem goods and services; and</p> <p>(iii) the incorporation of challenges and opportunities linked to ecosystem-based adaptation and resilience.</p> <p>2.2 The updated and fully endorsed NBSAP for Yemen is submitted to the CBD by 2014. The revised NBSAPs will address the following elements in accordance with the CBD Strategic Plan's Aichi Targets:</p> <p>(i) A plan for integrating the value of biodiversity into national and local development and poverty reduction strategies and planning processes and are being incorporated into national accounting, as appropriate, and reporting systems (Target 2)</p> <p>(ii) A plan for creating incentives and removing harmful subsidies (Target 3)</p> <p>(iii) A plan for developing landscapes that have sustainable production and consumption and ensure the use of natural resources falls well within safe ecological limits. (Target 4)</p> <p>(iv) A plan for fully implementing the Programme of Work on Protected Areas, including increased protection and landscape/seascape connectivity (Target 11)</p> <p>(v) A plan for restoring and safeguarding ecosystems that provide essential services, including services related to water, and contribute to health, livelihoods and well-being (Target 14)</p> <p>(vi) A plan for strengthening ecosystem resilience and the contribution of biodiversity to carbon stocks, including the restoration of at least 15 per cent of degraded ecosystems (Target 16)</p> <p>(vii) A plan for the mobilization of financial resources for effectively implementing the Strategic Plan for Biodiversity 2011-2020 from all sources (Target 20)</p> <p>2.3 Impacts of climate change impacts on biodiversity are identified and adaptation measures mainstreamed into NBSAP</p> <p>(i) Exploring and costing options for ecosystem-based adaptation to climate change through the development of a robust PoWPA Action Plan and a plan for sustainable land use;</p> <p>(ii) Mapping species' and ecosystems' distributions in scenarios of climatic variability and change as to aid the analysis for ecosystem vulnerability and resilience</p>		
3) National frameworks for NBSAP implementation, CDB reporting and exchange	TA	- By 2013, complete the updating and improvement of national clearinghouse	<p>3.1 National frameworks for NBSAP implementation is in place and includes:</p> <p>(i) institutional leadership for implementation is established and strategic partnerships forged (nationally and internationally);</p> <p>(ii) a costed and prioritized Action Plan is appended</p>	67,200	10,000

EA Component	Grant Type	Expected Outcomes	Expected Outputs	Grant Amount (\$)	Confirmed Co-financing (\$)
mechanisms		mechanisms - By 2014, complete plan for implementing the NBSAP, including capacity, technology and finance needs assessment	to the NBS; (iii) needs assessments on capacity, technology and finance are carried out; and (iv) a strategy for resource mobilization for the implementation of the NBSAP is produced and includes a baseline assessment of existing biodiversity finance. 3.2 An effective, user-friendly and easily updatable country-driven CHM site is developed; it is linked up to the CBD's global CHM networks and to other information and knowledge exchange network on biodiversity. 3.3. Immediate CBD reporting obligations are met by Yemen in a timely manner: The Fifth National Report to the CBD by 31 March 2014.		
Subtotal				198,570	48,000
EA Management Cost ⁵				21,430	30,000
Total EA Cost				220,000	78,000

^a List the \$ by EA components.

B. CO-FINANCING FOR THE EA BY SOURCE AND BY NAME

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Amount (\$)
Government of Yemen	Environmental Protection Authority	In-kind	18,000
Government of Yemen	Environmental Protection Authority	Grant	30,000
GEF Agency	UNDP	Grant	30,000
Total Co-financing			78,000

C. GRANT RESOURCES REQUESTED BY AGENCY, FOCAL AREA AND COUNTRY

GEF Agency	Type of Trust Fund	Focal Area	Country Name/Global	EA Amount (a)	Agency Fee (b)	Total (c)=(a)+(b)
UNDP	GEF TF	Biodiversity Focal Area Set-Aside	Yemen	220,000	22,000	242,000
Total Grant Resources						242,000

D. EA MANAGEMENT COST

Cost Items	[GEF only] Total Estimated Person Weeks	Grant Amount (\$)	Co-financing (\$)	EA Total (\$)
Local consultants*: National Project Manager: co-funded by GEF for \$17,630 (41 weeks) and by UNDP for \$29,670 (69 weeks).	41	17,630	29,670	47,300
International consultants*		0	0	0
Office facilities, equipment, vehicles and communications*		3,800	0	3,800
Travel*		0	0	0
Other**	Miscellaneous		330	330
Total		21,430	30,000	49,800

* Details to be provided in Annex A. ** Other items to be clearly specified.

⁵ This is the cost associated with the unit executing the project on the ground and could be financed out of trust fund or co-financing sources.

ADDITIONAL INFORMATION FOR TABLE D, IF APPLICABLE:

If costs for office facilities, equipment, vehicles and communications, travels are requesting for GEF financing, please provide justification here:

Refer to detailed notes to the Total Budget and Workplan in Annex C for details on GEF and UNDP management costs.

PART II: ENABLING ACTIVITY JUSTIFICATION

A. ENABLING ACTIVITY BACKGROUND AND CONTEXT

- The Republic of Yemen is located on the southern coast of the Arabian Peninsula. It borders with Saudi Arabia in the north and Oman in the east. The coastline is more than 2,500 km long. Yemen covers a total land area of 527,970 square kilometers. About 3 percent (1,609,484 ha⁶) of the land can be used for agriculture. However, only a million hectares were annually cultivated from 1990 to 1994 due to low rainfall. The main crops are grain, fruits and vegetables. Range lands together with forest and woodlands comprise almost 40 percent of the land area. The land is grazed by about 8.5 million sheep, 8.4 million goats, and 1.4 million cattle⁷. Other land, mostly desert with limited use potential, constitutes the remaining 57 percent of the total land area. Yemen is a mountainous country. The altitudinal range extends from sea level up to 3,760 meters at Jebel Al-Nabi Shauib, the highest point in the Arabian Peninsula. Such altitudinal variation results in a great diversity in climates and landscapes. Located at the cross-roads of the African, Asian, and Palearctic ecological zones, and with a wide range of terrestrial, coastal, and marine landforms, Yemen is characterized by a rich variety of natural habitats, species and genetic diversity, including many endemic species. These resources are of major economic importance because of their potential for tourism and the wildlife and fisheries they support. Also, numerous plants are used in traditional medicine, in local industries, and for grazing and fuel wood. However, in recent decades human activity has transformed the landscape and resulted in over-exploited biological resources, resulting in the deterioration of many habitats, a major reduction in plant and animal species, and in extinctions of endemic rare, and endangered species. The country is characterized by five major land systems: (1) a hot and humid coastal Tihama plain, 30-60 km wide, along the Red Sea and the Gulf of Aden; (2) the Yemen Highlands, a volcanic region with elevations between 1,000 and 3,600 m. parallel to the Red Sea coast, and with temperate climate and monsoon rains; (3) the dissected region of the Yemen High Plateaus and the Hadramawt - Mahra Uplands, with altitudes up to 1,000 m; (4) the Al-Rub Al-Khali desert interior, with a hot and dry climate; and (5) the islands, including Socotra in the Arabian Sea and more than 112 islands in the Red Sea. Yemen's coastal and marine ecosystems which include extensive mangroves, coral reefs, and sea grass areas are of major economic importance for fisheries and tourism. The current population of Yemen is estimated at about 23 million, while growing at an annual rate of about 3.02 percent. The majority of people are rural with an estimated 76.53% living in the countryside spanning widely scattered settlements in nearly 65,000 villages and hamlets. The average population density for the country is 28 people per square kilometre. The uneven distribution of population between governorates has created difficulties maintaining essential services, such as electricity, water, health and education, in the majority of small settlements all over the country. Unbalanced and unsustainable socio-economic development has been the main cause of migration of population internally and abroad from rural areas. The migration from rural areas has adversely affected agricultural production on the one hand and has caused concentration of population in a few big cities on the other. This has fomented socio-economic troubles by exerting additional pressure on civic services, e.g. education, health, water, and electricity, in urbanized centers
- Yemen ranks 155 according to the HDI. As an LDC, Yemen experiences numerous development challenges which include high population growth rate and poverty, inadequate access to basic social services, limited infrastructure, high illiteracy rate, low per capita income, slow economic growth, and environmental degradation. There are also large gender disparities, with significant gaps in women's access to economic, social and political opportunities. In addition, poverty is among the largest challenges to Yemen's development. Poverty in Yemen is also more pronounced in rural areas. Rural areas have 72.6 percent of the total population, it accounts for 84 percent of the poor. Biodiversity is an important issue that does not only refer to the environmental challenges that affect natural resources and its life; it affects also the quality of life, especially the vulnerable groups such as the poor, women and children. Since the majority of the Yemen population are rural dwellers whose main livelihoods depends on access to natural resources, poverty will tend to rise when biodiversity declines and vice versa. As such, any efforts to reduce poverty in Yemen, must constantly come accompanied by proper biodiversity conservation measures. The Poverty Reduction Steerage Paper (PRSP) acknowledges the relationship and linkages between poverty issues and environment protection. The poor are one of the most population groups reliant on environment for their livelihood. As the same time they are the most affected group by environmental problems and the way

⁶ 2007 data

⁷ 2007 data

natural resources are exploited. Also poverty increases pressure on natural resources, though poverty does not necessarily lead to environmental deterioration. On the other hand, urban areas have 27 percent of the total population, but accounts for only 16 percent of the poor. Yemen's GDP per capita was about 1,100 US\$ in 2009 and about 40 percent of the population lives in poverty. The current trends in socio-economic development, and natural resources use pose significant threats to sustainability. Poor economic growth and continued imbalances characterized the structure of the GDP and reduced the potential for job creation. Hence, unemployment rose from 12 percent in 2000 to 16.8 percent in 2005. Although, Yemen economically depends mostly on declining oil resources, the opportunities offered by oil revenues have not been adequately exploited to transform the structure of the economy and achieve adequate socio-economic development. However, the weak governance and absence of a culture of rule of law is also a major challenge on the way ahead to achieve adequate socio-economic development.

- Under current economic growth patterns, environmental quality is fast deteriorating, as dramatized by the increased occurrence of environmental problems. Specifically, the gains of economic growth are being diminished, or even negated, by numerous factors including: deforestation; pervasive coral reef destruction; massive pesticide poisonings; degradation and erosion of agricultural lands; pollutant intrusion into aquifers; irresponsible tourism activities; marsh and mangrove destruction; loss of forest and green cover associated with massive urbanization; industrial pollution; continued reliance on non-renewable energy sources; destructive fishing methods; and indiscriminate oil exploration and exploitation.
- Main threats in Yemen are due to land resources degradation in various forms, over hunting and overexploitation (EPA 2004). In general, Yemen vegetation is being drastically reduced by rapid degradation of the environment, a direct result of desertification and droughts. These phenomena have increased drastically in Yemen and threaten about 90 percent of the land and can be attributed to the following: cultivation and poor agricultural practices; wood cutting for firewood, timber and charcoal; over-grazing; soil salinity; wind erosion and sand dune encroachment; and construction expansion in cities and villages. On the other hand, threats to terrestrial fauna in Yemen are also common and are mainly to: destruction, degradation and loss of habitats; over-hunting and proliferation of firearms; and road construction opening up avenues into the hinterland. Climate change is also emerging as an issue posing new threats to biodiversity conservations in Yemen.
- With the exception of Environmental Protection Authority's (EPA's) planning, policy development and coordinating role, the responsibility for biodiversity and protected areas management is "entangled" between several government agencies and parties. Overlapping areas of responsibility and disputes arising from territorial imperatives have been a hindrance to progress, and a detriment to resource conservation. Clarification of the different roles and responsibilities of the line agencies has become an urgent matter, and a confirmation of EPA's coordinating role authority is equally important.
- One of the major challenges in the implementation of the convention is the lack of coordination of activities in the field of biodiversity. Also, there is no policy specific to biodiversity and the capacity of NGOs in the field of biodiversity conservation. To date, many activities for the implementation of the convention are done through projects financed by the GEF, UNDP, UNEP, World Bank and by other donors. However, the resources are still inadequate to effectively implement the NBSAP and for coordination and monitoring of activities in the field of biodiversity.

- Other relevant background information on the country's biodiversity planning process.

By signing in 1992 and ratifying in 1995 the Convention on Biological Diversity, Yemen has acknowledged the value of biological resources as an integral part of its natural heritage with the potential for yielding long term benefits for the Yemen people and as a foundation for sustainable development. The focus on environmental and conservation issues is relatively new in Yemen, with the Environment Protection Council only having been established in 1990 and transformed into a full blown agency in 2001 and thus biodiversity planning has just recently started with assistance from international donors. Yemen developed numerous policies and action plans related to biodiversity conservation and sustainable development including National Biodiversity Strategy and Action Plan (NBSAP). The NBSAP thus constituted a step towards the biodiversity planning process through technical back-stopping, stakeholder consultation, advice on the development of work plans and organizational structures, establishment of international technical working groups and finalizing the NBSAP. During the course of the NBSAP formulation, a number of consultative activities with stakeholders were carried out in 6 provinces as representatives of the whole country. This process has contributed significantly in improving awareness and common understanding on biodiversity issues and helped in building consensus among stakeholders regarding the strategy contents. Nevertheless, key aspects and considerations such as gender, poverty, livelihoods and food security, climate change, and the safe transfer and use of genetic resources have not been well-mainstreamed and integrated in the process of producing the NBSAP.

Protected Area System

Yemen has established 6 protected areas, including Autma, Socotra, Hawf, Bura'a, Aden and Kamaran Island. Protected areas cover approximately 4,445 square kilometers. In addition, there are two protected areas that are under development, namely the coastal protected areas of Bir Ali-Burum and Sharma – Jethmun. In addition, there are also 9 integrated coastal zone management areas, reflecting Yemen's commitment to sustainable development.

Yemen has made significant progress in implementing the Programme of Work on Protected Areas. It has conducted a preliminary gap assessment and identified 35 areas for new protected areas, and has established management plans for half of the existing protected areas. However, there remain significant gaps in the national protected area network, particularly when accounting for climate change resilience and adaptation, and for integrating protected areas into the wider landscape and national economy. This project will be particularly useful for the full development of a PoWPA implementation plan that will enable Yemen to achieve Target 11 of the Strategic Plan.

Barriers to implementing the CBD Strategic Plan

Yemen faces numerous obstacles in implementing the CBD Strategic Plan. These include, among others, the need for stronger integration of biodiversity within a range of sectors, better collaboration between agencies, and lack of coordination of activities in the field of biodiversity. To date, many activities for the implementation of the convention are done through projects financed by the GEF, UNDP, UNEP, World Bank and by other donors. However, the resources are still inadequate to effectively implement the NBSAP and for coordination and monitoring of activities in the field of biodiversity

1) National Reporting to CBD			
Reports	Date of Submission to CBD Secretariat	Current Status*	Comments
National Biodiversity Strategy and Action Plan	01/03/2005	Submitted	Currently outdated; needs to be revised to reflect Aichi Targets
Revision of NBSAP	n/a	Not yet started	Funding being applied for under this project
1st National Report	10/01/2005	Submitted	Currently outdated
2nd National Report	n/a	Not completed	No funding was requested from GEF for this.
3rd National Report	n/a	Not completed	No funding was requested from GEF for this.
4th National Report	19/08/2009	Submitted	Although completed, the report does not fully consider the Aichi Targets and new CBD guidance.
2) Capacity Needs Assessments carried out YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>			
Start Date (dd-Mmm-YY): -09-2005		End Date (dd-Mmm-YY): 31-01-2008	
Please list all of the CBD Program of Work and cross-cutting themes that were addressed in the Biodiversity Enabling Activities Capacity Needs Assessments:			Dates
▪ The Poverty Reduction Strategy Paper			2003 – 2005
▪ Environment and Sustainable Development Investment Programme			2003 – 2008
▪ The National Strategy for Environmental Sustainability (NSES)			2006-2015
▪ The Second and the third Five-Year Developmental Plan			2000-2010
▪ National Environment Action Plan (NEAP)			2006-2015
▪ Under the Fourth National Report to the CBD: <ul style="list-style-type: none"> ○ Sectoral and cross-sectoral integration or mainstreaming of biodiversity considerations (superficial analysis) ○ 2010 Biodiversity Target ○ Global Strategy for Plant Conservation ○ Programme of Work on Protected Areas 			
3) Clearing House Mechanism (CHM) established?			YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
[For more information on the Clearing House Mechanism, consult: www.cbd.int/chm and www.cbd.int/chm/network]			
CHM link(s):	http://ye.chm-cbd.net/		
Is the CHM website maintained up to date?	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>		
How many people currently operate and maintain the national CHM?	6		
How many people visited the national CHM website in the past 12 months?	-		

Regarding the CHM, it was established with assistance from Belgium, and technical assistance from Morocco. The CHM website is operational. The CHM website contains reports, newsletters, national legislations, biodiversity events, and bio-safety issues.

B. ENABLING ACTIVITY GOALS AND OBJECTIVES

The Baseline Project: The Current NBSAP and the new CBD Strategic Plan

The new CBD Strategic Plan, adopted at CoP-10 in 2010 in Nagoya, clearly addresses the need for updating NBSAPs, stating in Target 17 that “By 2015, each Party has developed, adopted as a policy instrument, and has commenced implementing an effective, participatory and updated national biodiversity strategy and action plan.” The strategic plan also covers a range of issues that will need to be incorporated into the revised NBSAPs, including guidance to countries to: a) fully realise the value of biodiversity and ecosystem services, and incorporate these values into national and local development and poverty reduction strategies (Targets 1 and 2); b) increase the global terrestrial protected area estate from 12% to 17% and the marine estate from 6% to 10% (Target 11); c) restore and safeguard key ecosystem services, especially for water, health and livelihoods (Target 14); and d) strengthen ecosystem resilience to climate change and promote ecosystem-based approaches to climate change adaptation and mitigation (Target 15).

The most recent NBSAP for **Yemen** was completed in **2005**. This version of the NBSAP does not include the following elements of the CBD Strategic Plan’s Aichi Targets:

- A plan for integrating the value of biodiversity into national and local development and poverty reduction strategies and planning processes and are being incorporated into national accounting, as appropriate, and reporting systems (Target 2) -- although there are plans for sectoral mainstreaming, these need to be updated and further fleshed out, with an emphasis on poverty alleviation
- A plan for creating incentives and removing harmful subsidies (Target 3)
- A plan for developing landscapes that have sustainable production and consumption and ensure the use of natural resources falls well within safe ecological limits. (Target 4)
- A plan for fully implementing the Programme of Work on Protected Areas (Target 11) – although the 4th National Report does include specific targets and timelines, the PoWPA plans need to be updated to better incorporate issues related to sustainable livelihoods, climate change resilience and ecosystem services
- A plan for restoring and safeguarding ecosystems that provide essential services, including services related to water, and contribute to health, livelihoods and well-being (Target 14)
- A plan for strengthening ecosystem resilience and the contribution of biodiversity to carbon stocks, including the restoration of at least 15 per cent of degraded ecosystems (Target 16)
- A plan for the mobilization of financial resources for effectively implementing the Strategic Plan for Biodiversity 2011-2020 from all sources (Target 20)

Proposed Response and Rationale: The new generation of BD EA. This project seeks to fully incorporate the above issues into the NBSAP. This ‘new generation’ of NBSAP will help set a regional standard of excellence by creating a national road map for achieving the Aichi Targets. Special emphasis will be placed on mainstreaming biodiversity into development plans, incorporating protected area networks and sustainable production systems into ecosystem-based climate adaptation and resilience plans, and creating sustainable finance for biodiversity conservation through the full valuation of key ecosystem services.

Alignment with Focal Area Outcome(s):

BD5 Objective: Integrate CBD Obligations into National Planning Processes through Enabling Activities (herein serving as the ‘Project Development Goal’):

Focal Area Outcome 5.1: Development and sectoral planning frameworks at country level integrate measurable biodiversity conservation and sustainable use targets.

The Project *Objective* is:

To integrate Yemen’s obligations under the Convention on Biological Diversity (CBD) into its national development and sectoral planning frameworks through a renewed and participative ‘biodiversity planning’ and strategizing process, in a manner that is in line with the global guidance contained in the CBD’s Strategic Plan for 2011-2020.

This will be achieved through the following *Outcomes* (corresponding to components described in detail below):

- Outcome 1 – A participative stocktaking exercise on biodiversity planning takes place and national biodiversity targets are developed in response to the global Aichi Targets
- Outcome 2 – The NBSAP is revised/updated and it fully integrates new aspects of the CBD strategic plan, such as mainstreaming and anchoring the implementation of the plan into national development frameworks, valuing ecosystem services and promoting ecosystem-based adaptation and resilience
- Outcome 3 – National frameworks for resource mobilization, Convention reporting and exchange mechanisms are

established and strengthened

Refer to Part I, Table A and to the next section for more details.

How the project plans to build national capacity

Enabling Activities are considered foundation activities within the framework of the GEF.

The ultimate goal of Biodiversity Enabling Activities is to build national capacity across the board for biodiversity management. The effective achievement of global biodiversity benefits depend on the development of national capacity for managing biodiversity. The more robust this capacity is in a given country, the more effective the national implementation of the CBD will be.

The approach to building of national capacity in this proposal follows the guidance from the *GEF Strategic Approach to Enhance Capacity Building* (2003)⁸ under the GEF's cross-agency Capacity Development Initiative. Three levels of capacity were identified: individual, organizational and systemic. Quoting from a recent GEF publication on the theme of capacity (GEF 2010)⁹:

“At the individual level, capacity development refers to the process of changing attitudes and behaviors, most frequently through imparting knowledge and developing skills through training. However it also involves learning by doing, participation, ownership, and processes associated with increasing performance through changes in management, motivation, morale, and improving accountability and responsibility.

Capacity development at the organizational level focuses on overall performance and functioning capabilities, such as developing mandates, tools, guidelines and management information systems to facilitate and catalyze organizational change. At the organizational level, capacity development aims to develop a set of constituent individuals and groups, as well as to strengthen links with its environment.

At the systemic level, capacity development is concerned with the “enabling environment”, i.e., the overall policy, economic, regulatory, and accountability frameworks within which organizations and individuals operate. Relationships and processes between organizations, both formal and informal, as well as their mandates, are important.”

In this light, this project will build national capacity in Yemen in the following manner:

Individual	Much of the work under this project will be carried out through working groups. This is an ideal forum for imparting knowledge among different individuals involved in biodiversity planning and in environmental matters in Yemen. This approach ensures that consultants, technical experts, stakeholders and government staff collaborate in a shared learning process.
Organizational	UNDP's approach to Biodiversity Enabling activities in GEF5 goes beyond the mere production of national reports and strategies to the CBD and the development of a website for the CHM. Rather; it is concerned about developing a permanent framework for reporting to the CBD and for maintaining the CHM interesting and up to date. This implies institutionalizing the capacity for eventually achieving this with as little external assistance as possible. Given the ambitious targets of the CBD Strategic Plan (2011-2020), it is recognized that actions to engage external assistance and retain national are in the meanwhile needed. This will be availed through the project. In particular, the following activities are specially targeted at building organizational capacity: <ul style="list-style-type: none">▪ Taking stock of the NBSAP and identifying barriers to its implementation▪ Setting targets and priorities▪ Developing implementation plans for the revised NBSAP▪ Assessing and strengthening capacity needs▪ Developing clearinghouse mechanisms▪ Developing a permanent framework for reporting to the CBD

⁸ GEF, 2003: “Strategic Approach to Enhance Capacity Building”. Global Environment Facility. See also: GEF Evaluation Office, 2006: “Evaluation of GEF Capacity Development Activities. Approach Paper”. GEF EO.

⁹ GEF Capacity Development Initiative, Global Support Programme for National Capacity Self-Assessment, 2010: “Monitoring Guidelines of Capacity Development in GEF Operations”.

Systemic	<p>The approach that UNDP has developed for Biodiversity Enabling Activities in GEF5 is transformational with respect to systemic capacity elements (i.e. policy, economic, regulatory, and accountability frameworks within which organizations and individuals operate). The aim is to ensure that the objectives, targets and guidance from the CBD Strategic Plan (2011-2020) become fully anchored into national development frameworks. This will be achieved by the development of the following new aspects of the CBD strategic plan: (i) the valuing of ecosystem goods and services; (ii) mainstreaming; and (iii) the incorporation of challenges and opportunities linked to ecosystem-based adaptation and resilience. The knowledge developed through these activities will become part of Yemen's new NBSAP and will have a greater chance of influencing and even becoming policy. In particular, the following activities are specially targeted at building systemic capacity:</p> <ul style="list-style-type: none"> ▪ Assessing and integrating ecosystem services through economic valuation ▪ Mainstreaming biodiversity into development policies, plans and practices and into sectoral plans and strategies ▪ Incorporating climate change issues into NBSAPs ▪ Integrating the NBSAP implementation plan with the CBD Programme of Work on Protected Areas implementation plan ▪ Securing sustainable finance for NBSAP implementation ▪ Monitoring and reporting on the status of biodiversity under climate change scenarios
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C. DESCRIBE THE ENABLING ACTIVITY AND INSTITUTIONAL FRAMEWORK FOR PROJECT IMPLEMENTATION

Detailed Description of Activities per Project Component / Outcome

The description that follows has been organized in five modules (I -V), following the GEF's guidance, but which for the sake of simplicity were grouped within the three already mentioned Components / Outcomes. The following are modules:

Component	Outline of modules for NBSAP Revision and Related Activities	[Guidance: Indicative percentage of total GEF funding in the proposal]
1	I. Preparation	7.5%
	II. Setting national targets, principles, & main priorities of the strategy	10.0%
2	III. Strategy and action plan development	50.0%
3	IV. Development of Implementation plans and related activities	12.5%
	V. Institutional, monitoring, reporting and exchange	20.0%

Component 1. Stocktaking and national target setting

Key Outputs expected under this component includes the following:

- 1.1 Review and stocktaking of products and results from previous biodiversity planning processes at the national level are carried out in a participative manner.
- 1.2 In response to the global Aichi Targets, national biodiversity targets are developed in a manner that is attuned to Yemen's reality.
- 1.3 The achievement of national targets, developed in line with the global Aichi Targets, is duly monitored during the project duration and beyond, and this is reported upon to the CBD through the 5th national report, and through other means.
- 1.4 In an iterative manner, Yemen taps into useful information on, and participates into, global networks and initiatives on biodiversity data and indicators (such as the Biodiversity Indicators Partnership , Global Biodiversity Information Facility and the World Conservation Monitoring Centre , the Global Environment Outlook portal , among other relevant ones).

Key Outcomes:

- By early 2012, a multi-sectoral/multi-stakeholder working group is established and it completes the stock-taking exercise.
- By October 2012, national targets in response to the global Aichi Targets are developed.

Key Products or publications resulting from activities:

- Brief Review of the Biodiversity Planning Process in Yemen
- Biodiversity Targets for Yemen: As part of national efforts to implement the CBD's Strategic Plan for 2011-2020

Key Activities (I – II):

I. Preparing for the NBSAP revision

- Taking stock of the NBSAP and identifying barriers to its implementation: This activity will focus on rapidly but accurately taking stock of existing plans, policies and practices, and of the root causes of biodiversity loss. Within country-specific contexts, the aim is not only to identify key threats, but to understand the drivers behind these threats, as well as the key aspects of the policy environment that are barriers and challenges to effective conservation/sustainable use. Based on existing studies and analyses, the emphasis of this activity will be on identifying key gaps in the existing NBSAP, understanding the primary drivers and root causes, and identifying the means of overcoming existing barriers and challenges.
- Stakeholder consultation and participation: This activity will focus on ensuring a robust consultative process that engages representatives from key sectors, administrative leaders, and traditionally under-represented groups. The aim is to develop and sustain a participatory process in order to increase the likelihood of successful implementation of the NBSAP. This is especially important relative to the goals of mainstreaming biodiversity into national development plans, and promoting resilient landscapes that include production sectors. (refer to section B5).

II. *Setting targets*

- Setting targets and priorities: This activity focuses on setting specific, measurable, achievable and time-bound targets for the NBSAPs based on the global Aichi Targets, including targets on restoration of ecosystems, protected area coverage, overall biodiversity loss, and other aspects of the Strategic Plan. This activity, which is linked to priority setting among different aspects within the NBSAP, will be completed by CoP-11.

Component 2. NBSAP Update

Key Outputs expected under this component includes the following:

- 2.1 A National Biodiversity Strategy and Action Plan (NBSAP) for Yemen, anchored into national development frameworks, is updated, in a manner that is participative, widely disseminated and fully integrates new aspects of the CBD strategic plan, such as: (i) mainstreaming; (ii) the valuing of ecosystem goods and services; and (iii) the incorporation of challenges and opportunities linked to ecosystem-based adaptation and resilience.
- 2.2 The updated and fully endorsed NBSAPs for Yemen is submitted to the CBD preferably within the deadline set by the COP.¹⁰

Key Outcomes:

- By early 2014, Yemen's NBSAP is fully updated, it is in line with the guidance in the CBD Strategic Plan (2011-2020) and has been submitted to the CBD COP

Key Products or Publications resulting from activities

- Second National Biodiversity Strategy and Action Plan for Yemen
- Sub-product 1: Study on Ecosystem Valuation in Yemen
- Sub-product 2: Study on Advances in Sectoral Mainstreaming of Biodiversity in Yemen
- Sub-product 3: Study on the Incorporation of Challenges and Opportunities linked to Ecosystem-Based Adaptation and Resilience in Yemen

In connection with the above outputs and deliverables, and as a result of the activities outlined below, Yemen will strive to achieve the following outcomes vis-à-vis its CBD obligation and related processes:

- By end of 2012, a multi-sectoral/multi-stakeholder working group is established and it completes the stock-taking exercise.
- By 2012, national targets in response to the global Aichi Targets are developed.

Key Activity (III)

III. *Developing the NBSAP*

This step will seek to achieve the following: (i) Developing the strategy and actions to implement the agreed targets through national consultations; (ii) Application of the NBSAP to sub-national entities through sub-national and local consultations; and (iii) Sectoral integration including mainstreaming into development, poverty reduction and climate change plans through sectoral consultations.

While the project will focus on updating all aspects of NBSAPs, it will place particular emphasis on those aspects that are both highlighted in the 2011-2020 CBD Strategic Plan, and that are absent from its existing NBSAP. In consultations with

¹⁰ The actual submission of the NBSAP to the CBD Secretariat is the responsibility of the government of the Republic of Yemen, not UNDP.

national counterparts, and the SNRMP project, three areas have chosen purposely and emphasized for their priority as require substantial analysis. These include the following:

- Assessing and integrating ecosystem services through economic valuation: The study on the Economics of Ecosystems and Biodiversity (TEEB) has drawn attention to the global economic benefits of biodiversity and ecosystem services and to the growing costs of biodiversity loss and degradation. However, we have not yet linked the value of biodiversity and ecosystem services to our own national development goals, including poverty eradication and sustainable livelihoods. Through this activity, we will be able to demonstrate the benefits and values of ecosystems and biodiversity at a national level, and better link ecosystems and priority sectors in national development plans, in order to guide allocation of resources. The aim is to strengthen the point that biodiversity not only underpins human well-being, but that biodiversity and associated ecosystem services can make a significant contribution to poverty reduction and economic development. By engaging national specialists and providing support from global specialists, hard economic data will be collected and processed at the country level to demonstrate the costs and benefits of investing in biodiversity management. Capacity to carry out the assessments and make important links to priority economic sectors will be simultaneously built within the country. The availability of essential data and the analysis will allow us to “make the case” for biodiversity and will facilitate the process of mainstreaming biodiversity into sectoral planning through concrete biodiversity valuation examples.
 - ✓ Specific steps in this process include:
 - a. Identify and assess the full range of values of key ecosystem services within the country, based on existing local, national, regional and global studies on the value of ecosystems and biodiversity, including: the national TEEB valuation results, the valuation of protected areas, any other national ecosystem services studies that have been conducted (e.g., water, carbon), and existing global and regional maps and overlays of key ecosystem services
 - b. Identify the implications of these services for different stakeholder groups within the country, including those who benefit from, and pay for, the maintenance of these ecosystem services, and those that degrade ecosystems through unsustainable use.
 - c. Estimate and demonstrate the value of key ecosystem services (using methods appropriate to each service), including the value of the ecosystem service in contributing to climate resilience, adaptation and mitigation; reducing poverty, and sustaining livelihoods.
 - d. Where appropriate, this activity will also identify potential means of capturing the value of targeted ecosystem services including through policies such as payments for ecosystem services and other positive incentives.
- Mainstreaming biodiversity into development policies, plans and practices and into sectoral plans and strategies: Mainstreaming has been defined as the internalization of biodiversity conservation goals into economic and development sectors, policies and programs, such that they become an integral part of their functioning of these sectors.¹¹
 - ✓ As part of this process, we will focus on the following sectors: Agriculture; Forestry; Livestock; Fishery; Water; Tourism, Trade, and Transport; and Oil and Gas.
 - ✓ The Project will also focus on the following development areas / topics: Land-use management, including spatial and infrastructural development planning; Poverty alleviation; Rural development and livelihoods; Food security; Gender; and Climate change mainstreaming.
 - ✓ Specific steps in this process will include:
 - Forming partnerships between relevant stakeholders interested in biodiversity conservation issues and in development issues
 - Explicitly identifying key stakeholders’ interests, and desired outcomes
 - Identifying potential conflicts and trade-offs, and work towards mutually acceptable solutions, including strategies that serve mutually beneficial interests and achieve mutually beneficial outcomes
 - Embedding and institutionalizing these strategies in the institutions, policies, agreements, programs and mechanisms of each sector
- Incorporating climate change issues into NBSAPs: The previous NBSAP did not adequately address aspects of climate change. This activity will involve incorporating aspects of climate change into NBSAPs, including for example:

¹¹ Petersen, C and B. Huntley. 2005. Mainstreaming Biodiversity in Productive Landscapes. Working Paper 20. Washington DC: GEF.

- a) identifying, protecting and appropriately managing areas important for carbon sequestration;
- b) updating the country's ecological gap assessment to include predicted future distribution of biodiversity under climate change scenarios;
- c) assessing the impact of climate change on the functioning of ecosystem services, such as water;
- d) identifying areas important for improving nature's ability to adapt to climate change, such as altitudinal gradients and conservation corridors
- e) Identifying areas of particular importance for restoration in order to improve climate resilience, adaptation and mitigation.

Component 3. National frameworks for NBSAP implementation, CBD reporting and exchange mechanisms

Key outputs expected under this component includes the following:

- 3.1 National frameworks for NBSAP implementation is in place and includes: (i) institutional leadership for implementation is established and strategic partnerships forged (nationally and internationally); (ii) a costed and prioritized Action Plan is appended to the NBS; (iii) needs assessments on capacity, technology and finance are carried out; and (iv) a strategy for resource mobilization for the implementation of the NBSAP is produced and includes a baseline assessment of existing biodiversity finance.
- 3.2 An effective, user-friendly and easily updatable country-driven CHM site is developed; it is linked up to the CBD's global CHM networks and to other information and knowledge exchange network on biodiversity.
- 3.3. Immediate CBD reporting obligations are met by Yemen in a timely manner: (1) By 2012 Yemen has developed national targets to achieve the CBD Strategic Plan; and (2) The Fifth National Report to the CBD by 31 March 2014.

Key Products or publications (maybe combined into one):

- Set of 'straight-forward' and feasible NBSAP implementation plans, which ensure the effective implementation of the Action Plan contained in the NBSAP
- Fully functional CHM for Yemen, based on best international practice on the matter

In connection with the above outputs and deliverables, and as a result of the activities outlined below, Yemen will strive to achieve the following outcomes vis-à-vis its CBD obligation and related processes:

- By 2013, complete the updating and improvement of national clearinghouse mechanisms
- By 2014, complete plan for implementing the NBSAP, including capacity, technology and finance needs assessment

Key Activities (IV – V)

IV. Developing implementation plans

This activity will focus on developing an overall plan for implementing the NBSAP. This implementation plan will include the following components:

- a) Developing an overall implementation plan: The primary output of this activity is an overall implementation plan that delineates major steps, responsible parties, costs for main activities, expected outcomes and a timeline
- b) Integrating the NBSAP implementation plan with the CBD Programme of Work on Protected Areas implementation plan: This activity will ensure that work and progress on protected areas, including goals, objectives and next steps, are fully integrated into the NBSAP. Particular emphasis will be placed on those aspects of Target 11 from the CBD Strategic Plan, including our plans for expanding protected areas, improving management effectiveness, sustainably financing protected areas, improving connectivity, and integrating protected areas into the wider landscape and seascape.
- c) Securing sustainable finance for NBSAP implementation: Article 20 of the Convention mentions the need for Parties "to provide, in accordance with its capabilities, financial support and incentives in respect of those national activities which are intended to achieve the objectives of this Convention." In the past few years, there has been a wide proliferation of innovative biodiversity finance mechanisms, such as payments for ecosystem services, conservation trust funds, biodiversity offsets and bio-carbon funding, among many others. We are still in the early stages of exploring these mechanisms. This activity will therefore focus on the following:
 - Identifying the existing financial gap for implementing the NBSAP
 - Identifying potential sources of revenue for filling these gaps
 - Assessing the feasibility for these revenue sources
 - Developing a detailed plan for operationalizing these revenue sources

- d) Assessing and strengthening capacity needs: One of the primary areas of enabling activities is the assessment of capacity needs. The decisions at CoP-10 place new and ambitious demands on countries, including requirements to protect and sustainably manage their lands and water, to develop comprehensive plans that integrate climate change into their land use, development and sectoral plans and strategies, and to develop appropriate biodiversity and climate policies, laws and incentives. This activity will ensure that we develop a road map for strengthening these specific capacities. Building on existing capacity needs assessment, and using existing guidance, we will identify the following gaps, along with capacity-building strategies to fill those gaps:

Biodiversity Capacity Gaps:

- Ineffective management of natural habitats and biodiversity conservation
- Inappropriate institutional setup in mobilizing adequate resources for biodiversity conservation.
- Limited knowledge of biodiversity
- Low public awareness of environmental issues, and specifically on the benefits of biodiversity conservation
- Lack of effective system for sharing of biodiversity information e.g. information databases
- Limited use and recognition of indigenous knowledge and skills
- Inadequate expertise in species identification and monitoring trends in ecosystem health and population dynamics

Crosscutting Capacity Gaps:

- Weak planning capacity in Natural Resources Management
- Inadequate funding for delivery of Environmental Policies
- Inadequate institutional and legislative frameworks for effective environmental management
- Weak EIA enforcement
- Ineffective manpower to handle emerging environmental issues
- Limited research on environmental issues
- Weak information base to inform environmental decision, strategies and policies
- Low public awareness of environmental issues.

V. *Institutionalizing, monitoring and reporting*

- Monitoring and reporting on the status of biodiversity under climate change scenarios: Monitoring and reporting on the status of biodiversity is a key aspect of several Programmes of Work within the CBD. To date, efforts to monitor and report on the status of biodiversity have been sporadic and have typically not taken into full account the status and trends of biodiversity, the status of effective conservation, the contribution of ecosystem services (such as water and carbon), and the likely impacts of climate change on biodiversity and ecosystem services. Through this project, we will ensure that future monitoring and reporting on the status of biodiversity and ecosystem services is comprehensive, and fully incorporates climate change issues.
- Developing clearinghouse mechanisms (CHM): Of the 90 countries that accessed funding under the Fourth National Report joint global project (UNDP-UNEP/GEF), only 44 had national CHM sites, and of those, 25 were kept up-to-date (data from 2010). At the same time that CHMs are largely out of date, reliance on digital information has increased exponentially. Yemen is no exception. As indicated earlier, regarding to the CHM, it was established with assistance from Belgium, and technical assistance from Morocco. The CHM website is operational and contains reports, newsletters, national legislations, biodiversity events, and bio-safety issues. Yemen's CHM needs further technical assistance to improve the website's performance, upgrade its accessibility, and prepare and operationalize a maintenance plan. This aspect of the project will help us develop an effective, user-friendly and easily-updatable CHM that will enable us to effectively share information nationally, regionally and globally. The project will also work in collaboration with the CHM of the Secretariat of the CBD, to ensure that lessons and information are disseminated globally.
- Developing a permanent framework for reporting to the CBD: Parties to the CBD committed to submitting a fifth national report by 2014. In this project, Yemen will submit a 5th National Report that fully covers the NBSAPs, key changes in the status and trends in biodiversity status, threats and conservation, and will develop a long-term reporting framework that will enable us to better track changes over time.

Project consistency with national strategies and plans or reports and assessments relevant for the CBD

The project will operate fully in line with the Yemeni relevant national policies, strategies and environmental law. In addition,

the project proposal is compliant with following policy documents, and reports:

- Environment Protection Law (1995) which calls for environmental protection and biodiversity conservation.
- 4th Five Year Development Plan (2010-2015): Environmental protection strategy in the Macro Developmental Plan has been based on preserving sustainability of the nation's natural resources and maintenance of ecological system through maintaining a balance between socio-economical growth and available resources as well as promotion of sustainable use of natural resources.
- Poverty Reduction Steerage Paper (PRSP 2003-2006): The PRSP acknowledges relationship and linkages between poverty issues and environment protection. The poor are one of the most population groups reliant on environment for their livelihood. As the same time they are the most affected group by environmental problems and the way natural resources are exploited. Also poverty increases pressure on natural resources, though poverty does not necessarily lead to environmental deterioration.
- National Environmental Action Plan (NEAP 2008-2015): The NEAP promotes sustainable use of natural resources through a set of policy options in addressing priority issues.
- Vision 2025: The vision supports environmental and poverty reduction actions
- National Adaptation Programme of Action (NAPA 2008): NAPA calls for proper measures of biological adaptation to climate change impacts
- The National Strategy for Environmental Sustainability (NSES 2005-2015): The NSES updates and promotes for actions through which the nation environmental, socio-economic systems are sustainably maintained.

Collaboration and synergies with related initiatives

Yemen has a portfolio of biodiversity projects and other related projects, including some financed by GEF. The National Enabling Activities Technical Manager, the host institution and the UNDP Country Office will ensure that this project can benefit from technical synergies with other related initiatives. With respect to GEF projects in particular, these synergies will be created with the following project:

UNDP/GEF Strengthening Socotra's Policy and Regulatory Framework for Mainstreaming Biodiversity

The project contributes to the goal of creating a sustainable and well-governed path of development for the Socotra archipelago that ensures the conservation of its globally important biodiversity. The project's objective is that Biodiversity management considerations are mainstreamed effectively into the current process of "decentralizing governance for development" on the Socotra archipelago. The objective will be achieved through the following four project outcomes that reflect the necessary interventions to address the constraints identified in each element of the mainstreaming framework: Local Governance Support, Mainstreaming Tools, Strengthening NGO Advocacy and Benefits of Biodiversity Conservations to Local Livelihoods.

For the project, collaboration will focus on key baseline data on the biodiversity of Socotra that had been gathered by the project, as well as threat profiles to biodiversity. Further, the experience of mainstreaming of biodiversity into local governance systems and the strengthening NGOs in biodiversity work, with its associated lessons learnt, will be important aspects to integrate into NBSAP development and the implementation of the Action Plan. Also, the work under the project is worth showcasing in the final NBSAP publication.

A number of other important biodiversity initiatives in Yemen could be mentioned here (but are not for the sake of brevity). The National CBD Reports are key reference to a number of different projects, programs and initiatives with which collaboration with this project can and will be sought.¹² During project inception, the National Enabling Activity Technical Advisor and the NBSAP Review Working Group will gather a thorough list of such initiatives and establish the key contacts with the responsible entities.

Project implementation arrangement:

The project will be implemented over a period of two years. The Ministry of Water and Environment (MoWE) is the government institution responsible for the implementation of the project and will act as the *Executing Agency* through the Environmental Protection Authority (EPA). UNDP is the *Implementing Agency* for the project and accountable to the GEF for the use of funds. The project is nationally executed (NEX), in line with the Standard Basic Assistance Agreement (SBAA, 1976) between the UNDP and the Government of Yemen, and the Country Programme Action Plan (CPAP) for 2012-2015.

The overall responsibility for the project implementation by EPA implies the timely and verifiable attainment of project

¹² See IV Country Report to the CDB (www.cbd.int) for more information.

objectives and outcomes. EPA will provide support to, and inputs for, the implementation of all project activities. The EPA will nominate a high level official who will serve as the National Project Director (NPD) for the project implementation. The NPD will chair the Project Steering Committee (PSC) and other relevant stakeholder, sectoral and working groups under the project, and be responsible for providing government oversight and guidance to the project implementation. The NPD will not be paid from the project funds, but will represent a Government in kind contribution to the Project. The NPD will be technically supported by a project technical team / project technical officer (national/international) as well as UNDP's technical backstopping provided by the UNDP/GEF Regional Technical Advisor responsible for the project and the UNDP Environment Focal Point at the Country Office.

All consultants hired by the project will be recruited using standard UNDP-CO recruitment procedures and will report directly to the NPD.

Working closely with the EPA the UNDP Country Office (UNDP-CO) will be responsible for: (i) providing financial and audit services to the project; (ii) recruitment of project staff and contracting of consultants and service providers; (iii) overseeing financial expenditures against project budgets approved by PSC; (iv) appointment of independent financial auditors and evaluators; and (v) ensuring that all activities including procurement and financial services are carried out in strict compliance with UNDP/GEF procedures. A UNDP staff member will be assigned with the responsibility for the day-to-day management and control over project finance.

A *National Project Steering Committee* (PSC) will be convened by the EPA and will serve as the project's coordination and decision-making body (Project Board). The PSC will include representation of all the key project stakeholders. The PSC meetings will be chaired by the NPD. It will meet according to the necessity, but not less than once in 6 months, to review project progress, approve project work plans and approve major project deliverables. The PSC is responsible for ensuring that the project remains on course to deliver products of the required quality to meet the outcomes defined in the project document.

The day-to-day administration of the project will be carried out by a *Project Coordinating Unit* (PCU), comprising a Project Manager (PM) and Project Assistant, who will be located within EPA, offices. The project staff recruited using standard UNDP recruitment procedures. The PM will, with the support of the Project Assistant, manage the implementation of all project activities. The Project Manager will liaise and work closely with all partner institutions to link the project with complementary national programs and initiatives. The PM is accountable to the EPA, and the PSC for the quality, timeliness and effectiveness of the activities carried out, as well as for the use of funds. The PM will also be technically supported by contracted national and international consultants and service providers. Recruitment of specialist services for the project will be done by the PM, in consultation with the UNDP and the EPA.

Comparative advantage of UNDP in Yemen with respect to this project:

UNDP has historically been the largest GEF implementing agency in terms of assisting countries in undertaking biodiversity enabling activities, having assisted more than 100 countries with it through several projects. The GEF2 project Biodiversity Support Programme was jointly implemented with UNEP and has set the stage at the global level in the field of biodiversity planning among GEF eligible countries. Furthermore, UNDP assisted Yemen in the preparation of its existing and its First National Report to the CBD.

The Government of Yemen has requested UNDP assistance in designing and implementing this project, due to UNDP's track record in the Arab States region. UNDP has an established national office in Sana'a with well-developed working relationships with the key stakeholders of the project. The Yemen UNDP Country Office counts on three professional staff to cater for the Environment and Energy portfolio, plus operational, senior management and support staff. Moreover, the project will benefit from the presence in Slovakia of the regional UNDP Bratislava Office. UNDP also has extensive experience in integrated policy development, human resources development, institutional strengthening, and non-governmental and community participation.

Alignment with UN and UNDP Programmes

The project is well aligned with the United Nations Development Assistant Framework (UNDAF) for the Republic of Yemen 2012-2015, in particular Outcome 1- "By 2015, coherent gender-sensitive policies and strategies to diversify economy, increase employment, Decent Work and productivity in rural areas, Small and Medium Enterprises (SME) and non-oil sectors (fisheries, agriculture, industry and tourism) are developed and implemented" and Outcome 2 – "Local authorities and communities effectively engaged in sustainable management of natural resources, biodiversity conservation, adaptation to climate change, and disaster risk reduction in 2015". A key focus of these Outcomes is on ensuring that current and future patterns of economic growth do not impact negatively on ecosystems, biodiversity and human health, while reducing the vulnerability of the poor to negative environmental impacts, through the improved management of natural resources.

The project also fits to the UNDP Country Programme Document (CPD) 2012 – 2015—which includes as priorities: "Stimulating economic growth and reducing unemployment" and "Local Balanced development". A target in the CPD is the

adoption, resourcing and implementation of four (fisheries, agriculture, tourism and trade) sector strategies and national frameworks, where the mainstreaming of biodiversity into these sectors will play an important role in its sustainable development. Further, a specific programme output in the CPD is stated as 1) Biodiversity plan [NBSAP] finalized and clean development mechanisms introduced.

Note on Security: The capital city Sana'a and other cities in Yemen have recently witnessed episodes of rioting and insecurity. The security situation in several locations in Yemen is ranked by UN Security according to the system of phases, which range from restricted movement to relocation, depending on the area. Travel by UN staff and consultants to and within Yemen is subject to restrictions. Activities may be hampered and operational costs may be higher than other similar EA projects in areas without security problems. A measure of precaution that may apply to this project during implementation is to engage international consultants to work from home base. The situation will be reassessed as it progresses.

Stakeholder involvement in the implementation of the project:

Effective stakeholder's participation, including local communities, local authorities and NGOs, in the planning and management of natural resources is essential for biodiversity conservation. The project proposal intends to strengthen stakeholder's participation including local community engagement, and women empowerment to collectively participate in addressing biodiversity issues and challenges. Also, the project proposal will enhance the community awareness about the biodiversity challenges including the impact of climate change on biodiversity and underlying consequences on livelihoods through proper mechanisms. The stakeholders of the project are expected to come from a range of backgrounds, with particular emphasis on related sectors. These will include the Ministry of Water and Environment, Environment Protection Authority, Cleanness Fund, Ministry of Fish Wealth, Ministry of Education, Civil Defence Authority, and Governors' Offices in Aden and Hodeidah, Ministry of Agriculture. National Water Resources Authority, Sana'a University, Taiz Research Centre, Ministry of Fishery Resources, the Climate Change Department of the EPA, Yemen Environment & Sustainable Development Society, Woman & Environment Development Association and Yemen Association for Awareness and Environment Protection. In addition, the team will continue partnerships that it established as part of its "Pro-Poor" economic growth team, including partnerships with women's groups, youth groups and NGOs.

Gender marking

Although the Government of Yemen has made positive moves towards eliminating gender inequality by ratifying the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) and developing a National Women Development Strategy, in practice the status of women in Yemen still needs further enhancement to ensure that they enjoy the same access to human rights as men. Women fall short of men on many development indicators including access to education, participation in the workforce, political participation and access to the law.

Persistent gender inequalities are seen as a major impediment to Yemen's development as they effectively limit the productive potential of half the population. More specifically on biodiversity, it is worth noting that rural women in Yemen contribute to the household by taking on productive (agriculture, collection of firewood and of various NTFP) and reproductive chores (cooking and cleaning, and looking after the children). Some of these activities have an impact in the management of biodiversity, although the specific links between biodiversity and gender in Yemen, either positive or negative, remain to be more closely established. The existing NBSAP had not dealt with gender mainstreaming issues, leaving room for improvement in the new NBSAP.

In addition, the UNDP's Country Office in Sana'a, in collaboration with the Government of Yemen, has identified the following priority areas for intervention that was clearly listed in Country Office Gender Strategy, which is aligned with the UNDAF for Yemen:

- I. Improving the institutional framework to ensure that women and girls have full access to their rights, mainly political ones.
- II. Increased consideration of gender concerns in the allocation of public financial resources
- III. Improving social perceptions and attitudes towards gender roles

These generic but powerful guidelines will serve to orient project activities with respect to gender.

Furthermore, the project coordination will ensure that gender considerations become part and parcel of the updated NBSAP. COP guidance will be followed.¹³ More specifically two are worth mentioning: (i) COP Decision 1X/24 on the approval and endorsement of the CBD Gender plan of Action; and (ii) COP Decision X/19, which amongst other matters invited Parties to consider gender as a core cross-cutting issue in the implementation of biodiversity-related activities.

¹³ See e.g. www.cbd.int/doc/nbsap/nbsapcbw-pac-02/nbsap-nadi-scbd-gender.pdf and www.cbd.int/doc/publications/cbd-ts-49-en.pdf.

During the project inception the mandatory UNDP gender marker will be applied. This requires that each project in UNDP's ATLAS system be rated for gender relevance. This will for example include a brief analysis of how the project plans to achieve its environmental objective by addressing the differences in the roles and needs of women and men. On this regards, the project will give special attention to gender as one of the key stakeholders and beneficiaries from biodiversity conservation and sustainable use of natural resources. The project intends to empower gender either by identifying appropriate female local consultants if available. In addition, workshops will be conducted in which gender balance will be ensured. Furthermore, gender will be mainstreamed into the updated biodiversity strategy in a way that ensures that equitable participation of women in the decision-making process of biodiversity conservation.

Furthermore, gender marking implies the production of the following data by the project's year 2 and by its end:

- Total number of full-time project staff that are women
- Total number of full-time project staff that are men
- Total number of Project Board members that are women
- Total number of project Board members that are men
- The number jobs created by the project that are held by women
- The number jobs created by the project that are held by men

D. DESCRIBE, IF POSSIBLE, THE EXPECTED COST-EFFECTIVENESS OF THE PROJECT:

The total project cost is estimated to be US\$ 298,000. When all components of the project are implemented, the Yemen's obligations under the CBD will be integrated into its national development and sectoral frameworks in line with the global guidance contained in the CBD's Strategic Plan for 2011-2020. In addition, the 5th National Report will be produced, and the NBSAP will be revised. The results to be achieved under the project will provide the basis for the implementation of the CBD's Strategic Plan for 2020 targets at the national level which in turn generates global biodiversity benefit in terms of protected area systems, endemic, rare and endangered species, and globally significant ecosystems. The project will also ensure socio-economic benefits through integrating gender, poverty, rural development and livelihoods, food security, and climate change consideration into biodiversity interventions.

In addition to the aforementioned potential effects, the project's operational and administrative costs will be minimized when it is integrated into the Sustainable Natural Resource Management Programme (SNRMP). Such liaison and integration with the SNRM Programme will certainly reduce the project's operation and administrative cost. For instance, the staff (i.e. project manager, accountant, and admin assistant) and other resources available for the SNRMP project will be shared with the EA project.

Project space should be allocated within the EPA premise as an in-kind Government's contributions. Furthermore, the co-financing opportunity which has been confirmed from the SNRMP project provides additional funding for the implementation of the enabling activities on biodiversity. The SNRMP project has synergies with the enabling activities on biodiversity since it has started assessing protected area gaps in Yemen. The two projects have clear connections to each other through which the enabling activities on biodiversity will build on the SNRMP progress.

Additionally, stocktaking exercise and national multi-sectoral stakeholder's consultations such as national counterparts, local authorities, CBOs, NGOs, local communities, and other partners working on biodiversity will be further facilitated given the good impression and relations built up and strengthened through the SNRMP project which in turns creates broader national ownership of the enabling activities on biodiversity project's results.

Other options have been considered, e.g. sub-contracting an NGO to assist in NBSAP update as a 'package' of services to be rendered. High costs in fees to service providers would make such option less cost effective, coupled with the risk of biasing a document such as the NBSAP, which needs to reflect broad societal views on the national strategy for biodiversity.

The project adopts the least-cost means of achieving the project's objectives and follows the activity norms and cost benchmarks defined by GEF guidelines. It will be build upon the strong foundation of previous developed NBSAPs, Capacity Assessments and national CBD reporting activities. Much relevant information for the compilation of an updated NBSAP has been generated by previous and on-going biodiversity projects in Yemen. The missing step is the actual compilation and strategizing in line with new international guidance, which the project will enable.

E. DESCRIBE THE BUDGETED M&E PLAN:

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
Measurement of Means of Verification for Project Purpose Indicators, Project Progress and Performance (measured on an annual basis)	Oversight by Project Manager Project team	To be finalized during the inception phase and determined as part of the Annual Work Plan's preparation.	Annually prior to ARR/PIR and to the definition of annual work plans
Simplified Biodiversity Enabling Activities Annual Project Review / Project Implementation Report (APR/PIR)	Project Team UNDP-CO UNDP-GEF	None	Annually
Quarterly progress reports	Project team	None	Quarterly
Terminal Report	Project team UNDP-CO local consultant	None	At least one month before the end of the project
Audit	UNDP-CO Project team	\$2,000 in total To be included in the CO audit plan.	Yearly
TOTAL indicative COST		~ US\$ 2,000	

F. EXPLAIN THE DEVIATIONS FROM TYPICAL COST RANGES (WHERE APPLICABLE):

-- n/a--

PART III: APPROVAL/ENDORSEMENT BY GEF OPERATIONAL FOCAL POINT(S) AND GEF AGENCY (IES)**A. RECORD OF ENDORSEMENT OF GEF OPERATIONAL FOCAL POINT(S) ON BEHALF OF THE GOVERNMENT(S):**

NAME	POSITION	MINISTRY	DATE (Month, day, year)
Eng. Mahmoud M. Shidiwah	EPA Chairman	MoWE	09/17/2011


B. CONVENTION PARTICIPATION*

CONVENTION	DATE OF RATIFICATION/ ACCESSION (mm/dd/yy)	NATIONAL FOCAL POINT
UNCBD	1996	Mahmoud Shidiwa

*To be filled for NCSA proposals only

B. GEF AGENCY(IES) CERTIFICATION

This request has been prepared in accordance with GEF policies and procedures and meets the standards of the GEF Project Review Criteria for Biodiversity Enabling Activity approval.

Agency Coordinator, Agency name	Signature	Date (Month, day, year)	Project Contact Person	Teleph.	E-mail Address
Yannick Glemarec, GEF Executive Coordinator, UNDP		March, 21, 2012	Johan Robinson Regional Technical Advisor, EBD, UNDP Environment Finance Group, Bratislava Regional Centre	+421259 337299	johan.robinson@undp.org

ANNEX A. CONSULTANTS TO BE HIRED FOR THE ENABLING ACTIVITY

<i>Position Titles</i>	<i>\$ / Person Week</i>	<i>Estimated Person Weeks</i>	<i>Tasks to be Performed</i>
For EA Management			
<i>Local</i>			
National Project Manager: co-funded by GEF for \$17,630 and by UNDP for \$29,670	430	GEF: 41 weeks UNDP: 69 weeks	<p><i>Objective</i> To undertake the general administrative requirements of the project, including those related to project management and funding. The key tasks are:</p> <ul style="list-style-type: none"> - Ensure that project Objective, Outcomes, Outputs and Activities are executed in a timely and appropriate manner. - Develop annual work plans and budgets, and submit these to the Steering Committee and to the UNDP Country Office for approval. - Develop TORs for Consultants for technical services, consultants, experts, and specifications of materials as required by the project, in consultation with the Project Director/UNDP. - Facilitate, guide and monitor the work of consultants, and approve their deliverables in association with the Project Committee. - Organize and assist in project related activities, where required. These may include planning for meetings, local and national workshops, consultations, trips, and other project related activities. - Establish and maintain linkages with national and international organizations and persons which/who can be of assistance to the objectives of the Project. - Provide timely reporting of project status as required by the Project Committee and the UNDP. - Maintain records of Project Committee meetings, decisions, actions etc. - Coordinate with other initiatives and programs whose outcomes and outputs are relevant to this project's objectives. - Any other duties assigned by the Project Committee that have direct relevance to the project. <p><i>Selection criteria:</i> should have a Bachelor's degree in management, administration, environmental management or related field with a minimum of 5 years management experience at a senior level, or an advanced degree with 3 years management experience. Knowledge and understanding of the relevant UN Convention, environmental issues in Yemen, good leadership, coordination, communication, and facilitation skills are essential.</p>
For Technical Assistance			
<i>Local</i>			
National EA Technical Advisor	500	78	<p><i>Objective</i> To lead the overall process of the stocktaking, stakeholder consultation, national target setting and the development of the NBSAP and be responsible for the timely drafting and finalization of the NBSAP. The key tasks are:</p> <ul style="list-style-type: none"> ▪ Serve as team leader for other consultants involved in the NBSAP and be overall responsible for the timely drafting of the document for submission to the CBD Secretariat; strictly adhering to the deadlines agreed to; and ensuring quality control. ▪ Ensure that the inception meeting results in a clear roadmap on the scope of services and project tasks to be accomplished under the guidance of the NBSAP Principal Advisor, key national implementing partners and the UNDP technical staff. ▪ Submit draft and revised versions of all studies and reports of the NBSAP activities to NBSAP Principal Advisor, key national implementing partners and UNDP technical staff, per reporting timelines agreed on or before the inception meeting. ▪ Play a pivotal role in developing a work plan and coordinating the input and outputs of all consultants, as well as overseeing the technical quality of deliverables. ▪ Ensure that all Climate Change-related issues highlighted in the second National Communication to the UNFCCC that affect Biodiversity (Adaptation) or affected by Biodiversity (Mitigation) are integrated and addressed in the final NBSAP. ▪ Ensure that all lessons learnt in the mainstreaming of biodiversity into the production sectors (this includes measures against Invasive Alien Species) are incorporated into the NBSAP. ▪ Identify implementation partners for the undertaking of the various activities and develop an overall implementation plan. ▪ Submit a final draft to the Project Manager, incorporating stakeholder inputs and guidance provided. <p><i>Contribution to the following deliverables:</i></p> <ul style="list-style-type: none"> ➤ Brief Review of the Biodiversity Planning Process in Yemen

<i>Position Titles</i>	<i>\$ / Person Week</i>	<i>Estimated Person Weeks</i>	<i>Tasks to be Performed</i>
			<ul style="list-style-type: none"> ➤ Biodiversity Targets for Yemen: As part of national efforts to implement the CBD's Strategic Plan for 2011-2020 ➤ Second National Biodiversity Strategy and Action Plan for Yemen ➤ Sub-product 1: Study on Ecosystem Valuation in Yemen ➤ Sub-product 2: Study on Advances in Sectoral Mainstreaming of Biodiversity in Yemen ➤ Sub-product 3: Study on the Incorporation of Challenges and Opportunities linked to Ecosystem-Based Adaptation and Resilience in Yemen ➤ Set of 'straight-forward' and feasible NBSAP implementation plans, which ensure the effective implementation of the Action Plan contained in the NBSAP <p><i>Qualifications and experience:</i> Should have an advanced degree (MSc) in environmental or natural sciences, preferably with exposure to biodiversity conservation. Proven track record of drafting relevant materials in the biodiversity/ecosystem based adaptation areas (publications, reports and related documentation). Proven ability to collect, verify and analyze information, and to finish and present work with a high degree of accuracy and technical quality. Ability to communicate effectively orally and in writing, in order to communicate complex, technical information to both technical and general audiences. Knowledge and understanding of the relevant UN Convention, Previous experience in the development of NBSAPs.</p>
National NBSAP Review Consultant	430	20	<p>To take stock of the success of the existing NBSAP and develop national targets in line with the global Aichi Targets. The key tasks are:</p> <ul style="list-style-type: none"> ▪ Take stock of existing plans, policies and practices in Yemen that result in biodiversity conservation or loss. ▪ Identify the root causes of biodiversity loss in Yemen by first identifying the threat and then the drivers behind the threats. ▪ Identify the key barriers and challenges in the policy environment to effective biodiversity conservation/sustainable use. ▪ Based on existing studies and analyses, identify key gaps in the existing NBSAP. ▪ Identify the means to overcome existing barriers and challenges. ▪ Develop a stakeholder consultation and participation plan that will ensure that the NBSAP development process is participatory, increasing the likelihood of successful implementation of the NBSAP. <p><i>Contribution to the following deliverables:</i></p> <ul style="list-style-type: none"> ➤ Brief Review of the Biodiversity Planning Process in Yemen ➤ Second National Biodiversity Strategy and Action Plan for Yemen ➤ Sub-product 1: Study on Ecosystem Valuation in Yemen ➤ Sub-product 2: Study on Advances in Sectoral Mainstreaming of Biodiversity in Yemen ➤ Sub-product 3: Study on the Incorporation of Challenges and Opportunities linked to Ecosystem-Based Adaptation and Resilience in Yemen <p><i>Selection criteria:</i> should have an advanced university degree in environmental management or related field with a minimum of 5 years management experience at a senior level. Knowledge and understanding of the relevant UN Convention, the existing NBSAP and environmental issues in Yemen are essential.</p>
Group of experts in economic and development sectors	370	50	<p>To assist NBSAP Review Consultant, Enabling Activity Technical Manager and NBSAP Principal Consultant in taking stock of the success of the existing NBSAP, developing national targets in line with the global Aichi Targets and updating Yemen's NBSAP. The experts will cover the main sectors and areas linked to biodiversity conservation (Marine, agro-biodiversity, forest, protected areas, socio-economic and ecotourism). The group will be formed by 4-5 specialists in key domains. The key tasks of the group related to all described areas and sectors are:</p> <ul style="list-style-type: none"> ▪ Stocking of existing plans, policies and practices in Yemen that result in biodiversity conservation or loss. ▪ Identify the root causes of biodiversity loss in Yemen by first identifying the threat and then the drivers behind the threats. ▪ Identify the key barriers and challenges in the policy environment to effective biodiversity conservation/sustainable use. ▪ Based on existing studies and analyses, identify key gaps in the existing NBSAP in each sector or area. ▪ Identify the means to overcome existing barriers and challenges. ▪ Submit all required information by team leaders for finalizing the NBSAP activities. <p>The group of experts will work extensively with all consultants responsible for specific products.</p> <p><i>Contribution to the following deliverables:</i></p> <ul style="list-style-type: none"> ➤ Brief Review of the Biodiversity Planning Process in Yemen

<i>Position Titles</i>	<i>\$ / Person Week</i>	<i>Estimated Person Weeks</i>	<i>Tasks to be Performed</i>
			<ul style="list-style-type: none"> ➤ Second National Biodiversity Strategy and Action Plan for Yemen ➤ Sub-product 1: Study on Ecosystem Services Valuation in Yemen ➤ Sub-product 2: Study on Advances in Sectoral Mainstreaming of Biodiversity in Yemen
<i>International</i>			
International NBSAP Advisor	3000	5	<p><i>Objective:</i> To take stock of the success of the existing NBSAP and develop national targets in line with the global Aichi Targets. The key tasks are:</p> <ul style="list-style-type: none"> ▪ Take stock of existing plans, policies and practices in Yemen that result in biodiversity conservation or loss. ▪ Identify the root causes of biodiversity loss in Yemen by first identifying the threat and then the drivers behind the threats. ▪ Identify the key barriers and challenges in the policy environment to effective biodiversity conservation/sustainable use. ▪ Based on existing studies and analyses, identify key gaps in the existing NBSAP. ▪ Identify the means to overcome existing barriers and challenges. ▪ Develop a stakeholder consultation and participation plan that will ensure that the NBSAP development process is participatory, increasing the likelihood of successful implementation of the NBSAP. <p><i>Contribution to the following deliverables:</i></p> <ul style="list-style-type: none"> ➤ Brief Review of the Biodiversity Planning Process in Yemen ➤ Second National Biodiversity Strategy and Action Plan for Yemen ➤ Sub-product 1: Study on Ecosystem Valuation in Yemen ➤ Sub-product 2: Study on Advances in Sectoral Mainstreaming of Biodiversity in Yemen ➤ Sub-product 3: Study on the Incorporation of Challenges and Opportunities linked to Ecosystem-Based Adaptation and Resilience in Yemen <p><i>Selection criteria:</i> should have an advanced university degree in environmental management or related field with a minimum of 5 years management experience at a senior level. Knowledge and understanding of the relevant UN Convention, the existing NBSAP and environmental issues in Yemen are essential.</p>
Int. Environmental Economist & Finance Specialist	3000	5	<p>The consultant will be responsible for carrying out the tasks under two sub-activities: i) Assessing and integrating ecosystem services through economic valuation (under Component 2), and ii) the mobilisation of financing for the implementation of the Action Plan of the NBSAP and in raising awareness among key stakeholders on the NBSAP (under Component 3). The tasks foreseen will be carried in close collaboration with the Ministry of Finance and the Ministry of Environment. Key tasks are:</p> <ul style="list-style-type: none"> ▪ Identify and assess the full range of values of key ecosystem services within Yemen, based on existing local, national, regional and global studies on the value of ecosystems and biodiversity, including: the national TEEB valuation results (if any), the valuation of protected areas, any other national ecosystem services studies that have been conducted (e.g. water, carbon), and existing global and regional maps and overlays of key ecosystem services. ▪ Identify the implications of these services for different stakeholder groups within the country, including those who benefit from, and pay for, the maintenance of these ecosystem services, and those that degrade ecosystems through unsustainable use. ▪ Estimate and demonstrate the value of key ecosystem services (using methods appropriate to each service), including the value of the ecosystem service in contributing to climate resilience, adaptation and mitigation; reducing poverty, and sustaining livelihoods. ▪ Where appropriate, this activity will also identify potential means of capturing the value of targeted ecosystem services including through policies such as payments for ecosystem services and other positive incentives. ▪ Identify priority Biodiversity investment needs and opportunities based on the NBSAP ▪ Analyse internal sources of finance for action in the NBSAP including i) the national budget cycle and the allocation to public administrations (ministries), ii) the budget of local governments, iii) national funds to support local development, and iv) fiscal and economic instruments. ▪ Analyse external sources of finance for actions in the NBSAP including i) bilateral sources, ii) multilateral sources, iii) regional development banks, iv) international foundations and non-governmental organisations (NGOs) ▪ Analyse innovative sources of finance for actions in the NBSAP, especially fiscal measures related to: i) tourism and infrastructure development (to encourage the mainstreaming of biodiversity into their operations, ii) bank loans for investment

<i>Position Titles</i>	<i>\$ / Person Week</i>	<i>Estimated Person Weeks</i>	<i>Tasks to be Performed</i>
			<p>projects.</p> <ul style="list-style-type: none"> ▪ NBSAP Integrated Financing Action Plan summarising concrete activities required to mobilise BD finance for the 10-year period of the implementation of the NBSAP. <p><i>Contribution to the following deliverables:</i></p> <ul style="list-style-type: none"> ➤ Second National Biodiversity Strategy and Action Plan for Yemen ➤ Sub-product 1: Study on Ecosystem Services Valuation in Yemen ➤ Sub-product 2: Study on Advances in Sectoral Mainstreaming of Biodiversity in Yemen ➤ Set of 'straight-forward' and feasible NBSAP implementation plans, which ensure the effective implementation of the Action Plan contained in the NBSAP – in particular, the one on finance.
International BD Capacity Needs Assessment Consultant	2500	4	<p>To objectively reveal Yemen's capacity to effectively implement the obligations deriving from the ratification and accession of the UN Convention on Biological Diversity. The key tasks are:</p> <ul style="list-style-type: none"> ▪ Assess extent of role clarity and the level of implementation and enforcement of the CBD and its CoP guidance across all primary and secondary stakeholders in central government. ▪ Determine the level of willingness to take responsibility and provide leadership in ensuring relevant CBD obligations and activities are fulfilled. ▪ Assess whether the identified primary and secondary duty bearers have the necessary human resources to meet the specific obligations. ▪ Assess the pattern and efficacy of participation at regional technical committees and COP meetings. ▪ Based on international best practice, recommend the most suitable institutional and/or accountability structure for the effective implementation and coordination of the CBD. ▪ Identify and prioritise the capacity development needs required to effectively implement CBD obligations at all levels within central government. ▪ Generate recommendations for capacity enhancement at all levels. ▪ Generate recommendations to enable rationalisation of capacity and efficient resource allocation during implementation with other MEAs. ▪ Develop a comprehensive Capacity Development Programme and Training Action Plan for effective implementation and coordination of CBD at the district and central government levels. <p><i>Contribution to the following deliverables:</i></p> <ul style="list-style-type: none"> ➤ Brief Review of the Biodiversity Planning Process in Yemen ➤ Set of 'straight-forward' and feasible NBSAP implementation plans, which ensure the effective implementation of the Action Plan contained in the NBSAP <p><i>Selection criteria:</i> should have an advanced degree (Masters) in a discipline such as Human Resource Management or Public Administration. Proven experience in Skills Assessment, Capacity Development and Training. Minimum 5 years experience in institutional/organisational development and change management.</p>

ANNEX B. CHRONOGRAMME OF ACTIVITIES

Comp	Modules	Guiding activities under each module	2012			2013				'14
			Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
1	I. Preparation	1. Rapid stocktaking and review of relevant plans, policies and reports	x							
		2. Identification of stakeholders; consultations and awareness	x							
		3. Rapid assessment of the causes and consequences of biodiversity loss highlighting the value of biodiversity and ecosystem services and their contribution to human well-being	x							
	II Setting national targets, principles, & main priorities of the strategy	4. Setting national targets, principles, & main priorities of the strategy through national consultations	x	x	x					
2	III. Strategy and action plan development	5. Developing the strategy and actions to implement the agreed targets through national consultations		x	x	x	x			
		6. Application of the NBSAP to sub-national entities through sub-national and local consultations				x	x	x		
		7. Sectoral integration including mainstreaming into development, poverty reduction and climate change plans through sectoral consultations				x	x	x		
3	IV. Development of Implementation plans and related activities	8. Development of a plan for capacity development for NBSAP implementation.			x	x	x	x		
		9. Technology needs assessment			x	x	x	x	x	
		10. Development of a communication and outreach strategy for the NBSAP.			x	x	x			
		11. Development of a plan for resource mobilization for NBSAP implementation			x	x	x			
	V. Institutional, monitoring, reporting and exchange	12. Establishment/ strengthening of national coordination structures			x	x	x			
		13. CHM updating	x	x	x	x	x	x	x	x
		14. Development of indicators and monitoring approach	x	x	x	x	x	x	x	x
		15. Fifth national reports						x	x	

ANNEX C. OPERATIONAL GUIDANCE TO FOCAL AREA ENABLING ACTIVITIES

Biodiversity

- [GEF/C.7/Inf.11, June 30, 1997, Revised Operational Criteria for Enabling Activities](#)
- GEF/C.14/11, December 1999, *An Interim Assessment of Biodiversity Enabling Activities*
- [October 2000, Revised Guidelines for Additional Funding of Biodiversity Enabling Activities \(Expedited Procedures\)](#)
- GEF5 Focal Area Strategy ([download](#))

ANNEX D. UNDP TOTAL BUDGET AND WORKPLAN

GEF Component (Outcome) /Atlas Activity	Responsible Party / Impl. Agent	Fund ID	Donor Name	ERP / ATLAS Budget Code	Atlas Budget Description	TOTAL Amount (USD)	Amount Year 1 (USD)	Amount Year 2 (USD)	Budget Notes	
Comp 1. Stocktaking and national target setting	NEX	62000	GEF-10003	71200	International Consultants	15,000	8,000	7,000	a	
	NEX	62000	GEF-10003	71600	Travel	6,000	3,000	3,000	b	
	NEX	62000	GEF-10003	72400	Communic & Audio Visual Equip	5,000	5,000		c	
	NEX	62000	GEF-10003	74200	Audio Visual&Print Prod Costs	1,870	1,070	800	d	
	NEX	62000	GEF-10003	74500	Miscellaneous Expenses	3,000	3,000		e	
					GEF Subtotal Atlas Activ. 1 (Comp 1)	30,870	20,070	10,800		
					TOTAL Activ. 1 (Comp 1)	30,870	20,070	10,800		
Comp 2. NBSAP update	NEX	62000	GEF-10003	71200	International Consultants	15,000	8,000	7,000	f	
	NEX	62000	GEF-10003	71300	Local Consultants	39,000	15,000	24,000	g	
	NEX	62000	GEF-10003	71300	Local Consultants	4,300	4,300		h	
	NEX	62000	GEF-10003	71600	Travel	6,000	3,000	3,000	b	
	NEX	62000	GEF-10003	72100	Contractual Services-Companies	17,000	9,000	8,000	i	
	NEX	62000	GEF-10003	72300	Materials & Goods	8,000	5,000	3,000	j	
	NEX	62000	GEF-10003	72400	Communic & Audio Visual Equip	2,200	1,100	1,100	c	
	NEX	62000	GEF-10003	74100	Professional Services	4,000	2,000	2,000	k	
	NEX	62000	GEF-10003	72800	Information Technology Equipmt	3,000	3,000		l	
NEX	62000	GEF-10003	74500	Miscellaneous Expenses	2,000		2,000	f		
					GEF Subtotal Atlas Activ. 2 (Comp 2)	100,500	50,400	50,100		
					TOTAL Activ. 2 (Comp 2)	100,500	50,400	50,100		
Comp 3. National frameworks for NBSAP implementation, CDB reporting and exchange mechanisms	NEX	62000	GEF-10003	71200	International Consultants	10,000	5,000	5,000	m	
	NEX	62000	GEF-10003	71300	Local Consultants	4,300		4,300	h	
	NEX	62000	GEF-10003	71300	Local Consultants	18,500	9,250	9,250	n	
	NEX	62000	GEF-10003	71600	Travel	8,000	4,000	4,000	b	
	NEX	62000	GEF-10003	72100	Contractual Services-Companies	10,400	4,400	6,000	i	
	NEX	62000	GEF-10003	72100	Contractual Services-Companies	7,000	4,000	3,000	o	
	NEX	62000	GEF-10003	74100	Professional Services	7,000	2,000	5,000	k	
	NEX	62000	GEF-10003	74200	Audio Visual&Print Prod Costs	2,000		2,000	d	
					GEF Subtotal Atlas Activ. 3 (Comp 3)	67,200	28,650	38,550		
					TOTAL ACTIVITY 3 (Comp 3)	67,200	28,650	38,550		
Project Mgt	NEX	62000	GEF-10003	71400	Contractual Services - Individ	17,630	8,815	8,815	p	
	NEX	62000	GEF-10003	72200	Equipment and Furniture	1,800	1,800		q	
	NEX	62000	GEF-10003	74100	Professional Services	2,000	1,000	1,000	r	
						GEF Subtotal Atlas Activ. 4 (Proj Mgt)	21,430	11,615	9,815	
	NEX	04000	UNDP TRAC - 00012	71400	Contractual Services - Individ	29,670	14,835	14,835	p	
	NEX	04000	UNDP TRAC - 00012	74500	Miscellaneous Expenses	330		330	f	
					TRAC Subtotal Atlas Activ. 4 (Proj Mgt)	30,000	14,835	15,165		
					TOTAL Activ. 4 (Project Management)	51,430	27,450	23,980		
					SUB-TOTAL GEF	220,000	110,735	109,265		
					SUB-TOTAL UNDP TRAC	30,000	14,835	15,165		
					GRAND TOTAL (in cash)	250,000	125,570	124,430		

Budget Notes	
a	International NBSAP Advisor (5 weeks at \$3K/week)
b	Costs of bringing the international consultant on mission (if security situation permits) plus limited national travel in connection with project activities.
c	Communication costs in connection with project activities under this component.
d	Costs of printing key materials for the stocktaking, target-setting, NBSAP update process.
e	Security charges, insurance and other miscellaneous expenses.
f	Int. Environmental Economist & Finance Specialist (5 weeks at \$3K/week)
g	National EA Technical Advisor (78 weeks at \$500/week)
h	Nat. NBSAP Review Consultant (20 weeks at \$430/week, 10 weeks in Component 2 and 10 weeks in Component 2)
i	Subsidy for consultations aimed at ensuring the wide engagement of key stakeholders in the NBSAP update process (Component 2) and in the establishment of national frameworks for the operationalisation and implementation of the NBSAP (Component 3).
j	Purchase and maintenance of equipment and goods such as generators, photocopiers to support the NBSAP process
k	Specialised services such as translation, editorial and web-hosting
l	Purchase of a laptop computer, scanner, and printer to support the NBSAP process
m	International BD Capacity Needs Assessment Consultant (4 weeks at \$3k/week)
n	Group of experts in economic and development sectors (lumpsum: approx. 50 weeks at \$370/week)
o	Contract with IT company for CHM
p	National Project Manager: co-funded by GEF for \$17,630 and by UNDP for \$ \$29,670
q	Purchasing of office equipment and furniture to support the NBSAP process
r	Project Audit