

Convention on Biological Diversity

Distr.
GENERAL

UNEP/CBD/EM-BD&DC/1/1/INF/1
6 May 2009

ENGLISH ONLY

EXPERT MEETING ON MAINSTREAMING
BIODIVERSITY IN DEVELOPMENT
COOPERATION
Montreal, 13-15 May 2009

Notes on progress in mainstreaming biodiversity in development cooperation & key considerations for moving forward

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Introduction & Rationale

1. This background paper is prepared on an informal basis in the context of the Secretariat of the Convention on Biological Diversity's (SCBD) Expert Meeting on Mainstreaming Biodiversity in Development Cooperation.

2. The meeting's key objective is for participants to reflect on progress, challenges and lessons learned. It is also meant to shape appropriate responses for biodiversity mainstreaming in development cooperation at the policy and operational levels. A key result would be a set of common key considerations for biodiversity mainstreaming aimed at development cooperation agencies and partners.

3. Targeted at development practitioners, the paper highlights some principles for moving forward in mainstreaming biodiversity within their work, whether at a strategic level (policy, plans and

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programmes) or at project implementation level. It proposes a series of considerations to be used in order to assist mainstreaming processes.

4. Biodiversity mainstreaming in development processes is not a new concept. In fact, development coupled with environmental protection is a key principle of sustainable development itself. Article 6 of the Convention on Biological Diversity calls Parties to “integrate, as far as possible and as appropriate, the conservation and sustainable use of biological diversity into relevant sectoral or cross-sectoral plans, programmes and policies”.

5. The Biodiversity in Development Project (BDP) was initiated by the European Commission, IUCN and DFID in 1997. Various international conferences ensued. Among others:

(a) Meetings of the Tropical Biodiversity Advisory Group (TBAG) (2006);

(b) Conference on Biodiversity in European Development Cooperation (Paris, September 2006);

(c) Trondheim Conference on Ecosystems and People – Biodiversity for Development – The road to 2010 and beyond (Trondheim, Norway – November 2007).

6. Other relevant work includes:

(a) OECD’s DAC Guidelines: “Applying Strategic Environmental Assessment Good Practice Guidance for Development Co-operation” (2006);

(b) OECD’s DAC Policy Statement on Strategic Environmental Assessment (2008);

(c) OECD’s DAC Advisory Note: SEA and Ecosystem Services (2008).

7. Good note should be taken of the CBD’s Voluntary guidelines on biodiversity-inclusive impact assessment (2006). These provide guidance on the incorporation of biodiversity-related concerns into new or existing environmental impact assessment (EIA) and strategic environmental assessment (SEA) processes.

8. In 2005, the Millennium Ecosystem Assessment (MA) introduced a conceptual framework for analyzing social–ecological systems and highlighted the key services to human well being derived from biodiversity. The MA Biodiversity Synthesis stresses that development plans can be more effective if they take into account existing plans and priorities for the conservation and sustainable use of biodiversity.

9. When talking about biodiversity mainstreaming, we make reference to the idea of a “biodiversity lens” (see paragraphs 45-48) and broadly refer to the three objectives of the Convention materialized in the form of different Convention’s implementation tools, *inter alia*, Ecosystem Approach, Addis Ababa Principles and Guidelines for the Sustainable Use, Bonn Guidelines on Access and Benefit-Sharing.

10. Policy coherence remains an important objective to bridge the gap between biodiversity and development priorities and bring operational meaning to aspirational concepts.

11. Our premise is that biodiversity considerations could be more effectively taken into account at different levels within development cooperation organizations (from agency’s strategy and programmes planned at headquarters’ level to the projects designed at the national or local levels for different productive sectors).

12. Biodiversity mainstreaming processes involves two main sets of actors: partner countries and development organizations.

13. A special attention is paid to National Biodiversity Strategies and Action Plans (NBSAPs) as a key instrument, using various implementation tools, to mainstream biodiversity in development processes (SEA, EIA). The need for a renewed outlook to NBSAPs is recognized, and this, beyond standalone biodiversity actions, to more effectively integrate biodiversity in development.

14. The development of a set of common key considerations for biodiversity mainstreaming in development cooperation and the potential preparation of a comprehensive policy guidance is meant to allow for a more effective inclusion of biodiversity in development cooperation processes.

Definitions

15. “Environmental mainstreaming (or environmental integration) is the informed inclusion of relevant environmental concerns into the decisions of institutions that drive national and sectoral development policy, rules, plans, investment and action. It results in a better understanding of the capabilities of environmental assets, the consequences of environmental hazards, and the real or potential impacts of development on the environment”. It takes place (...) “at national, subnational and/or local levels, and the (within) process(es) by which (the) environment is considered in taking those decisions”¹.

16. “Mainstreaming biodiversity involves the integration of biodiversity conservation and sustainable use principles into policies, plans, programmes, and production systems where the primary focus has previously been on production, economic activity, and development, rather than on biodiversity conservation losses or gains.”²

17. “Policies, Plans and Programmes (PPP): have different meanings in different countries according to the political and institutional context. Here these terms are used generically. Policies are broad statements of intent that reflect and focus the political agenda of a government and initiate a decision cycle. They are given substance and effect in plans and programmes (schemes or sets of usually linked actions designed to achieve a purpose). This involves identifying options to achieve policy objectives and setting out how, when and where specific actions will be conducted.”³ Broadly speaking:

18. *Policy*: “A general course of action or proposed overall direction that a government is or will be pursuing and that guides ongoing decision-making.”⁴

19. *Plan*: “A purposeful forward looking strategy or design, often with coordinated priorities, options and measures that elaborate and implement policy.”⁵

20. *Programme*: “A coherent, organized agenda or schedule of commitments, proposals, instruments and/or activities that elaborate and implement policy.”⁶

21. Four levels of authority/jurisdiction, each with their unique scope for decision-making on biodiversity loss matters, can be distinguished: national, sector, project and municipal/community level.

22. *National level*: Comprise bodies with policy and planning authority and functions at the scale of an entire country. Policy decisions taken at this level potentially affect all sectors and all parts of a country including development planning and resource allocation. Examples of such policies include tax policies, fiscal policies, trade policies and regulations governing private sector investment, protection and

¹ Dalal-Clayton, B., Bass, S., IIED, (2009), A Guide to Environmental Mainstreaming, (p. 12).

² Huntley, B., Petersen, C. (2005) GEF Working Paper 20, Mainstreaming Biodiversity in Production Landscapes, November 2005, p. 2.

³ OECD (2006), Applying Strategic Environmental Assessment, Good Practice Guidance for Development Cooperation, DAC Guidelines and Reference Series, Paris, p. 147. From: <http://www.oecd.org/dataoecd/4/21/37353858.pdf>

⁴ Ibid, OECD, 2006, p. 31 (from Sadler and Verheem (1996)).

⁵ Ibid, p. 3.

⁶ Ibid, p. 31.

use of natural resources and large-scale spatial planning.⁷ (See Figure 1: National Level Governance Infrastructure.)

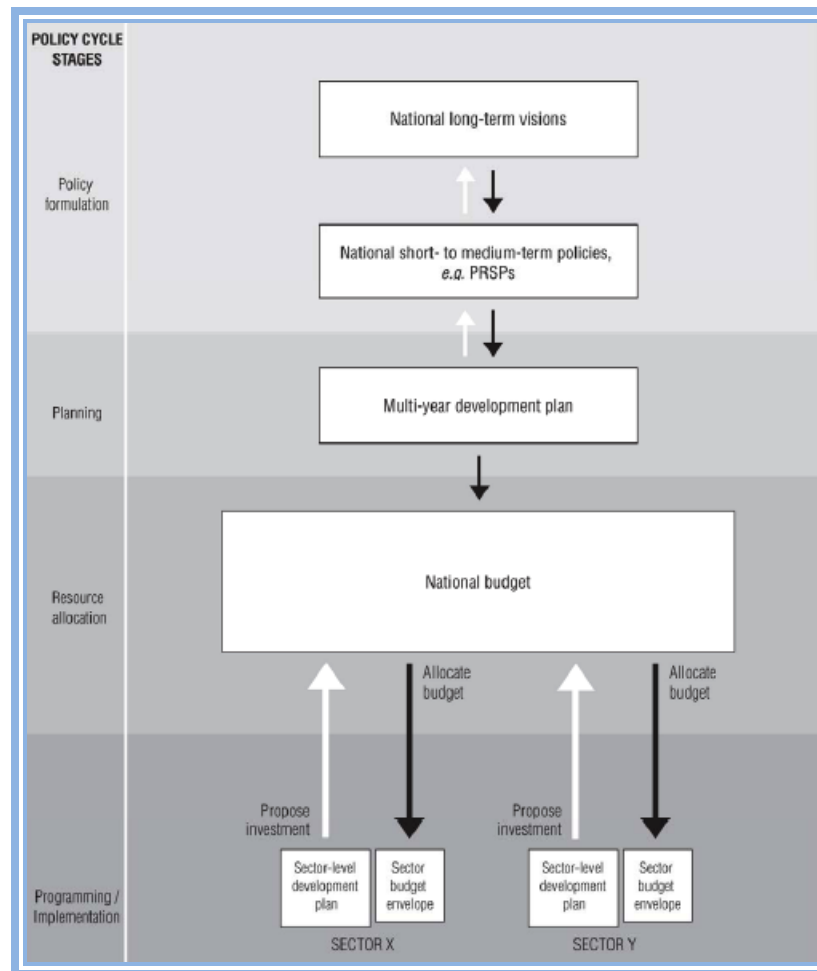


Figure 1. National Level Governance Architecture.⁸

23. *Sectoral level:* Comprise bodies with policy and planning authority and functions within a given sector at the level of an entire nation (or, in a decentralized system, within a given sector at the level of an entire state/province). Policy decisions taken at this level directly affect activities within this sector, and potentially other sectors indirectly. Examples include transport, agriculture, energy or public works ministries. Policies with a sector-wide reach include building and design codes for infrastructure or regulations covering the prices of agricultural commodities.⁹ (See Figure 2: Sector Level Governance Infrastructure.)

⁷ Adapted from: OECD (2008) Draft DAC Guidance on Integrating Climate Change Adaptation into Development Co-operation, p. 41.

⁸ OECD (2009) Guidance on Integrating Climate Change Adaptation into Development Co-operation, p. 70, (Pre-publication Version, April 2009).

⁹ Ibid.

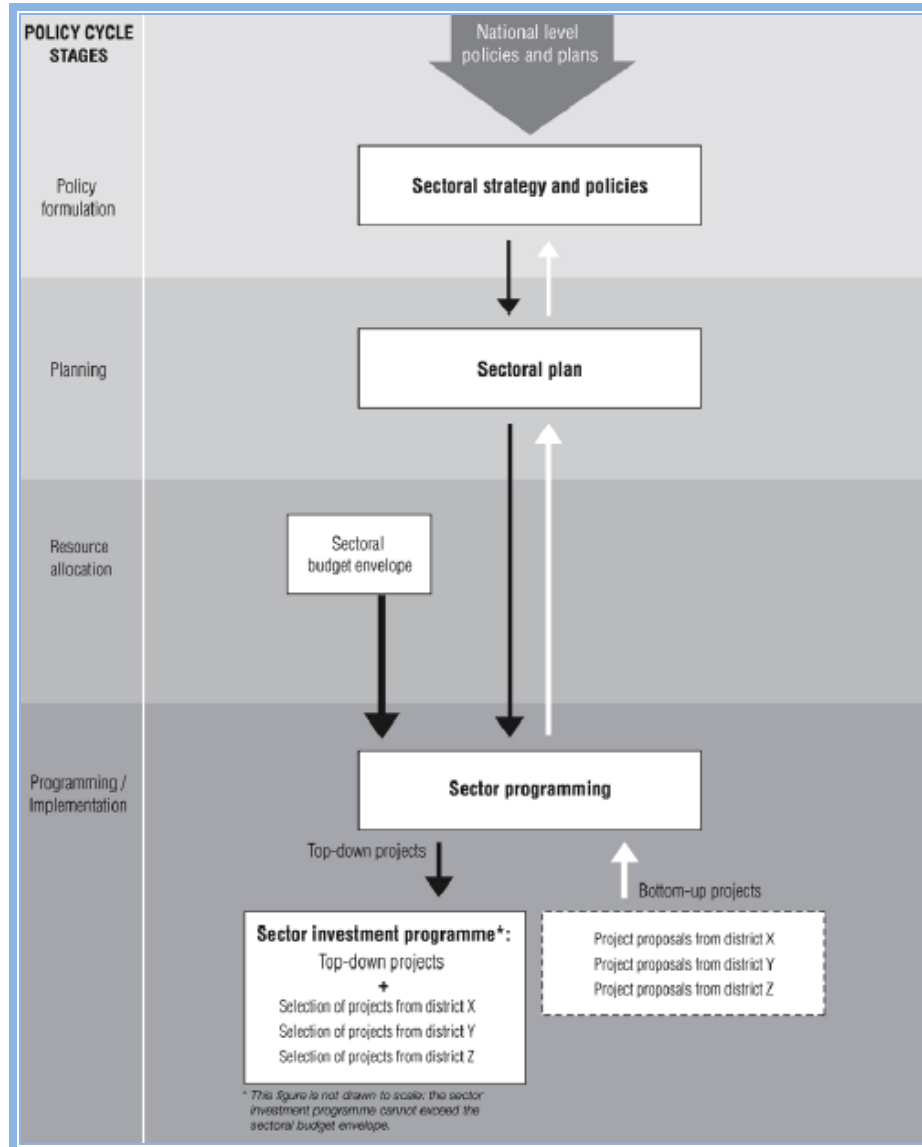


Figure 2. Sectoral Level Governance Architecture¹⁰.

24. *Project level:* Authorities at that level are those responsible for the execution of activities whose basic objectives and parameters (as well as budget allocations) have been set at a superior level. Project level authorities have influence over the detailed parameters of a project, within the boundaries set by sectoral policies and guidelines.¹¹

25. *Municipal/Community level:* Municipal councils are the main authorities at this level. They are expected to serve as agencies for local economic development and provide infrastructure for the local economy (e.g. roads, or sewage systems). They are also responsible for the provision of basic services

¹⁰ OECD (2008) Draft DAC Guidance on Integrating Climate Change Adaptation into Development Co-operation, p. 93.

¹¹ Ibid.

such as education, health services, fire protection and law enforcement, including services ensuing from regulations and legislation set at the national level.¹²

26. The process of policy formulation within these different levels, across different sectors and through different countries will vary according to the political and institutional context. The process usually follows the same steps: policy formulation, planning, resource allocation and programming.

27. Entry points for biodiversity mainstreaming can be identified at these different levels and within these different stages of a typical policy cycle.

28. The *policy formulation stage* involves long-term visions such as sustainable development strategies (SDS) as well a medium-term or short-term policies. Examples of the latter include national development plans, Poverty Reduction Strategy Papers (PRSPs), National Action Programmes to Combat Desertification, and others.

29. The *planning stage* involves the formulation and costing of multi-year development plans. They can be based on input from national policies or on sector-level development plans.¹³

30. The *resource allocation stage* arrives when time comes to spread a budget across different sectors or regions. This is when the budget envelope is determined for each sector. This will influence the execution of sector-level development plans.¹⁴

31. The *programming/implementation stage*, in a national-level perspective, corresponds to the translation of priorities and budgetary allocations into sectoral and local government-level plans and budgets.¹⁵

32. The *monitoring and evaluation stage* compares outcomes with plans at each preceding stages (assessment of progress against set targets and objectives). This allows to identify wrong assumptions and to correct any misstep in the policy formulation process".¹⁶

33. The steps usually followed in the development of a project are illustrated by the project cycle (see Figure 3).

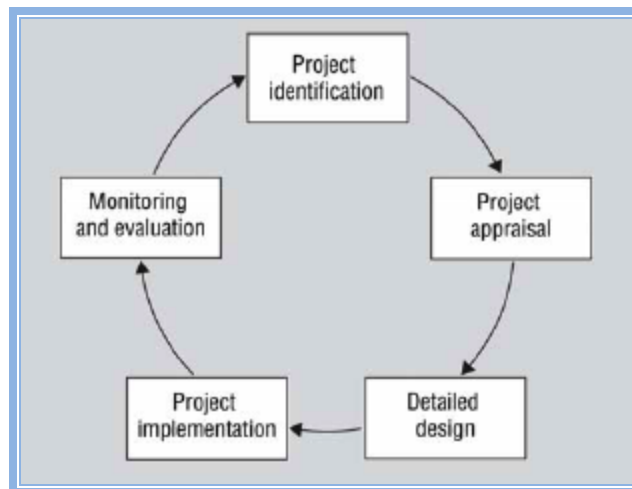


Figure 3. The Project Cycle.¹⁷

¹² Ibid.

¹³ Ibid, p. 96.

¹⁴ Ibid, p. 77.

¹⁵ Ibid, p. 78.

¹⁶ Ibid, p. 102.

Observations and Lessons learned

34. This section is an initial list of lessons learned and observations on mainstreaming biodiversity in development cooperation. They are meant to inform the development of associated guidance. The following elements are not meant to offer an exhaustive overview of progress to date. They are meant to serve as a reference point and should be considered as a basis for discussion.

35. Mainstreaming biodiversity will likely involve looking at benefits and tradeoffs between development paths and options. This calls for an integrated approach (i.e., considering gender, governance, and other key development dimensions) to enhance quality of policy and programming

36. An integrated approach is not common practice, yet could be a means to deal with the issue of sectoral planners and development agencies confronted with a mainstreaming overload or “fatigue”. Mainstreaming agendas encompass issues that range from gender to conflict resolution. Their inclusion leads to what many consider a complexification of processes and a rising of costs. Mainstreaming fatigue also occurs within the partner country organization.

37. Development of biodiversity knowledge and competence is fundamental for agencies staff at all hierarchical levels and both within the headquarters or in the field. Experience has shown (e.g. gender mainstreaming) that to trigger developing countries interest, a donor’s biodiversity mainstreaming must start with increased awareness and understanding of the issue, as well as responses “at home”.

38. Production sectors can use a range of tools as mainstreaming “entry-points”. Development cooperation agencies could provide assistance in their elaboration.

- i- Standards;
- ii- Codes of conduct;
- iii- Good practices;
- iv- Certification schemes (adherence to a set of criteria within a productive sector).

39. The use of EIA or SEA should be made in a holistic manner to avoid blind “check marking”. A good way to ensure EIAs or SEAs are applied effectively is with incorporation of valuation methods for environmental goods and services or of considerations thereupon.

40. Rigor in mainstreaming is achieved by building capacity so as to assign one local partner with the sole responsibility of biodiversity-awareness training and monitoring with each of the project partners.

41. Development projects are often funded for a short time horizon of 2 to 5 years. This is not the best timeframe for sustained biodiversity protection.

42. Addressing biodiversity concerns within donors existing institutional processes and tools can avoid extra burden (e.g. in an already existing agency’s operational procedures.). Less new tools means better using those already in place such as EIA.

43. There has been so far insufficient inclusion of biodiversity concerns within Poverty Reduction Strategy Papers (PRSPs). Mainstreaming biodiversity to maximize positive impact on the poor can be done through a participatory process with experts, civil society and development partners such as agencies and large donors. Integration of biodiversity in PRSPs could include:

- (a) Recognition of the value of biodiversity in providing EGS;
- (b) Protection of biodiversity value to the poor;
- (c) Respect for traditional knowledge;

¹⁷ OECD (2008) Draft DAC Guidance on Integrating Climate Change Adaptation into Development Co-operation, p. 113.

(d) Creation of pro-poor markets through ecosystem services.

44. Three broad challenges are usually mentioned in relation to environmental mainstreaming in development cooperation:

- (a) Mainstreaming overload;
- (b) Insufficient financing;
- (c) Lack of political and corporate commitments.

Applying a biodiversity lens

45. A biodiversity lens is an analytical process/step/tool to assess and improve a policy, plan or programme. The application of a biodiversity lens at the national or sectoral level involves examining the development policy, strategy, regulation or plan under consideration and adjusting it, as necessary to ensure:

(a) It acknowledges the contribution of conservation and sustainable use of biodiversity (genes, species and ecosystems) and the ecosystems services to which biodiversity contributes;

(b) It considers its positive or negative impact on direct or indirect biodiversity drivers of change and how such drivers may affect the delivery of ecosystems services and impact thus development goals; and;

(c) The state and trends of biodiversity is taken into consideration in the course of programme formulation, and provision is made for adaptive management of all biodiversity elements so that the further implementation of the project can be adjusted in light of lessons learned.

46. In the case of pre-existing policies, strategies, regulations or plans, which are being revised, amendments might be warranted in order to address risks to and opportunities for biodiversity.

47. A first quick application of the biodiversity lens enables a policymaker to decide whether a policy, plan or programme is benefiting from conservation and sustainable use of biodiversity or is at risk from biodiversity losses. For a policy, plan or programme that is not at risk from biodiversity loss, maintenance of biodiversity and thus its dependant ecosystem services must be encouraged. However, for a policy, plan or programme that is at risk due to biodiversity loss, further work is required to identify in more detail the extent of the risk, assess biodiversity loss impacts and consequent decline of ecosystem services, and identify possible recommendations and “downstream” actions.

48. Application of the biodiversity lens should be in a manner consistent with the ecosystem approach, (an integrated and holistic approach to ecosystem management that considers environmental, social and economic factors). Strategic Environmental Assessment (SEA) can also be used to apply a biodiversity lens to policies, plans and programmes. In this context, a tailored SEA framework includes recognition of ecosystem services to which biodiversity contributes and the means to maintain these services. These services represent ecological or scientific, social (including cultural) and economic values for society.

Key Considerations to integrate biodiversity and related ecosystem services

1- National level

Entry point	Key considerations
Policy formulation	<ol style="list-style-type: none"> 1. Apply a biodiversity lens using a tailored SEA framework. 2. Ensure recognition of Ecosystem Services (ES) and their contribution to the national economy. 3. Analyze partner country environmental policies, institutions and conditions as part of the elaboration of Country and Regional Policy Frameworks (CRPFs). 4. Include National Biodiversity Strategies and Action Plans (NBSAPs) priorities and compliance with CBD. 5. Prioritize policy measures having impact on both biodiversity and human well-being. 6. Use Donor's Country Assistance Strategy (CAS) and Joint Assistance Strategy (JAS) to highlight the importance of biodiversity and related ecosystem services to country development. 7. Establish transparent mechanisms holding national decision makers accountable for biodiversity and ES management. 8. Ensure civil society involvement (focus on environment and poverty reduction stakeholders).
Planning	<ol style="list-style-type: none"> 1. Apply a biodiversity lens using a tailored SEA framework. 2. Ensure compliance with national environmental priorities. 3. Ensure biodiversity objectives, targets and indicators are included in relevant dimensions of the Multi-Year Development Plan (MYDP). 4. Include a biodiversity specific section in the MYDP and biodiversity specific objectives in other relevant sections.
Resource Allocation	<ol style="list-style-type: none"> 1. Orient funding and support towards biodiversity dependant sectors. 2. Develop biodiversity-specific indicators in Performance Assessment Frameworks (PAF). 3. Consider financing with a dedicated national horizontal fund for biodiversity. 4. Include GEF resource allocations in budget. 5. Earmark donor's budget support to finance biodiversity priorities.

2- Sectoral level

Entry point	Key considerations
Policy formulation	<ol style="list-style-type: none"> 1. Apply a biodiversity lens using a tailored SEA framework. 2. Act on national biodiversity priorities, aligned with NBSAPs. 3. Consider the value of biodiversity and healthy ecosystems to the

	<p>sector.</p> <ol style="list-style-type: none"> 4. Identify possible impacts on biodiversity losses and related people livelihoods as well as compensation measures. 5. Ensure sectoral regulations are consistent with conservation and sustainable use of biodiversity (remove incentives degrading ecosystems). 6. Strengthen institutional capacities of sector ministries. 7. Establish transparent mechanisms for holding sector decision makers accountable for biodiversity and ES management. 8. Ensure civil society involvement (focus on environment and poverty reduction stakeholders).
Planning	<ol style="list-style-type: none"> 1. Apply a biodiversity lens using a tailored SEA framework. 2. Incorporate conservation and sustainability measures to mitigate sector threats. 3. Different methods, tools and techniques may need to be developed and used on a per sector basis, e.g. adaptation of EIA checklists. 4. Establishment of sectoral checklists with stakeholders of the sectors involved. 5. Encourage biodiversity friendly programmes and activities. 6. Build in cross-sectoral activities in response to biodiversity stakes.
Resource Allocation	<ol style="list-style-type: none"> 1. Allocate budget to activities promoting conservation and sustainable use of biodiversity. 2. Mark sectoral budgets contributing to biodiversity measures. 3. Identify, within CAS or JAS, options to support biodiversity integration in sector activities (budget support, basket funding, project funding, technical assistance).
Programming / Implementation	<ol style="list-style-type: none"> 1. Ensure biodiversity considerations are part of the criteria used to assess project proposals. 2. Incorporate biodiversity conservation and sustainable use measures identified during sector planning stage. 3. Prioritize funding allocations to regions and districts with important biodiversity stakes.

3- Development projects other than biodiversity conservation ones (Project cycle)

Entry point	Key considerations
Project identification	<ol style="list-style-type: none"> 1. Undertake an economic valuation of ES and include in the assessment of economic relevance of the project. 2. Assess short and long term benefits, threats and losses to biodiversity and related ecosystem services. 3. Ensure positive impact on local livelihood and biodiversity use.
Project appraisal – detailed design	<ol style="list-style-type: none"> 1. Apply EIA with ES approach (assessment of social, economic and ecological importance of biodiversity). 2. Identify biodiversity friendly options. 3. Prioritize and incorporate biodiversity friendly measures in design and relevant indicators of success.

	<ol style="list-style-type: none"> 4. Ensure biodiversity objectives are included in the project’s results planning framework. 5. Ensure local people involvement, especially women, in the initial biodiversity inventory and project planning, as well as in review and implementation.
Project implementation	<ol style="list-style-type: none"> 1. Ensure biodiversity measures are included in project implementation plans.
Monitoring and evaluation	<ol style="list-style-type: none"> 1. Include indicators of project impacts on biodiversity as part of overall project monitoring framework. 2. Monitor and evaluate implementation of biodiversity measures.

4- Local level

Entry point	Key considerations
Development planning processes by local governments	<ol style="list-style-type: none"> 1. Apply a biodiversity lens using a tailored SEA framework. 2. Ensure recognition of ES and their contribution to the local economy. 3. Include National (subnational, local) Biodiversity Strategies and Action plans priorities. 4. Prioritize development programmes and projects having no net loss on local biodiversity capital. 5. Ensure biodiversity related information is sufficient in quality and quantity to inform and orient development planning processes. 6. Strengthen capacities of local institutions. 7. Establish transparent mechanisms holding local decision makers accountable for biodiversity and ES management responsibilities. 8. Provide human, financial, technical resources and services to support biodiversity and related ES. 9. Ensure a supportive policy and institutional framework. 10. Ensure compliance with international and national environment policies. 11. Consider awareness raising and targeted messaging on biodiversity. 12. Ensure representation of civil society, environmental and poverty reduction people in key stakeholder group.
Resource allocation	<ol style="list-style-type: none"> 1. Ensure resources and capacities are commensurate with devolved responsibilities. 2. Orient funding towards biodiversity dependant sectors activities. 3. Prioritize financial support to biodiversity friendly local institutions and local NGO.
Project implementation	<ol style="list-style-type: none"> 1. Apply key considerations mentioned in the project cycle. 2. Ensure appropriate capacity development measures. 3. Prioritize project implementation by local institutions and NGO with biodiversity capacities.

5- Other levels

Entry point	Key considerations
Regional and/or Transnational plans and programmes	<ol style="list-style-type: none"> 1. Apply a biodiversity lens using a tailored SEA framework. 2. Include Regional Biodiversity Strategies and Action plans priorities. 3. Adjust regional PPP with national biodiversity (environment) priorities and in light of National Reporting under the CBD. 4. Assess the extent to which regional PPP depend on and affects biodiversity and related ES. 5. Strengthen capacities of regional institutions.
Independent review commissions	<ol style="list-style-type: none"> 1. Apply a biodiversity lens using a tailored SEA framework. 2. Include biodiversity experts in review commissions.
Private sector-led projects and plans	<ol style="list-style-type: none"> 1. Ensure integration of biodiversity considerations in strategic planning processes and business planning processes. 2. Assess corporate perception, dependence and impact on biodiversity and related ES. 3. Identify opportunities to provide new products or services to mitigate impacts on ecosystem services (perform a corporate ecosystems assessment).

6- Donor's own processes

Entry point	Key considerations
In partner country processes	<p><i>At the national, sectoral and local levels:</i></p> <ol style="list-style-type: none"> 1. Engage high-level policy dialogues on biodiversity contribution and related ES to the country's economy and development. 2. Raise the attention of key ministries such as Planning and Finance on biodiversity stakes for poverty reduction and development. 3. Promote consideration of biodiversity and ES in sector ministries agenda (at the PPP levels). 4. Encourage systematic reference and use of NBSAPs. 5. Support capacity-building efforts to better incorporate biodiversity considerations within country development processes. 6. Support decentralization processes that transfer Natural Resources Management to elected local governments. 7. Increase support to civil society organizations. <p><i>At the resource allocation stage:</i></p> <ol style="list-style-type: none"> 1. Encourage action on biodiversity and ES through budgetary support mechanisms. 2. Orient funding towards biodiversity dependant sectors activities. 3. Prioritize programmes and projects that promote good environmental governance and stakeholders accountability. 4. Prioritize financial support to biodiversity friendly programmes and activities. <p><i>At the project level:</i></p>

	<ol style="list-style-type: none"> 1. Ensure biodiversity considerations have been incorporated throughout the project cycle. 2. Systematic use of EIAs should be included in projects terms of reference. 3. Ensure agreed and appropriate actions – including monitoring indicators – are included in the project documentation. 4. Discuss and agree complementary measures such as biodiversity expertise or technical assistance as needed. 5. Ensure representation of all relevant stakeholders has been considered.
Within internal institutional/ corporate processes	<p><i>Policy and Strategic planning:</i></p> <ol style="list-style-type: none"> 1. Develop a biodiversity strategy covering all interventions sectors and modalities. 2. Use a tailored SEA framework for developing donor’s sector-specific PPP. 3. Ensure SEA principles are taken into account when developing donor’s partnership agreements with other agencies. 4. Develop focused biodiversity tools and instruments for project portfolios screening. 5. Tailor CAS and budget support interventions with country NBASPs. 6. Ensure biodiversity concerns are integrated in country or joint assistance strategies (CAS, JAS) and development assistance frameworks (DAF). 7. Enhance CAS, JAS and DAF by the application of SEA. 8. Ensure better harmonization of donors’ actions on biodiversity within partner countries (including tools and methodological approaches such as SEA). 9. Dedicate particular attention to sectors and interventions with most impact on biodiversity. 10. Include mainstreaming “updates” in donor’s regular review of support. <p><i>Staff knowledge:</i></p> <ol style="list-style-type: none"> 1. Raise awareness of all staff – both in headquarters and within country offices – on the consequences of biodiversity losses and decline of related ES on poverty and development priorities. 2. Issue practical guidance on biodiversity integration in various stages of the organization business processes (PPP and projects). 3. Initiate SEA/EIA/Biodiversity “help-desks” at the head office or attached to a university for assistance on the ground. 4. Organize in-house staff training sessions. 5. Road shows, advocacy programmes targeted at government officials and display of simple “do-able” projects have proven effective. 6. Develop internal capacity for biodiversity and ecosystem goods and services economic valuation. <p><i>Operational procedures:</i></p> <ol style="list-style-type: none"> 1. Institute in-house biodiversity champion(s) within agency (in charge of ensuring compliance of agency’s PPP with biodiversity considerations). 2. Address biodiversity concerns within existing corporate tools (e.g. ToRs, sectoral checklists, screening and appraisal processes, etc.). 3. Develop appropriate metrics and indicators to assess the effectiveness of

	<p>biodiversity mainstreaming efforts.</p> <ol style="list-style-type: none">4. Ensure biodiversity considerations and role of ES are addressed in any donor-backed public private infrastructure support.5. Review agency's procurement procedures to ensure alignment with agency's biodiversity strategy.6. Ensure that external contractor (sectoral experts, consultants) are trained and well aware of biodiversity stakes.7. Favor the integration of biodiversity tailored to specific sector needs.
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