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CONFERENCE OF THE PARTIES TO
THE CONVENTION ON BIOLOGICAL DIVERSITY
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TOWARDS A RESOURCE MOBILIZATION STRATEGY FOR THE SECRETARIAT OF THE CONVENTION ON BIOLOGICAL DIVERSITY

I. BACKGROUND

1. The Convention on Biological Diversity (CBD), following the eighth meeting of the Conference of the Parties, entered a new phase of enhanced implementation towards the achievement of the 2010 biodiversity target. The findings of the Millennium Ecosystem Assessment and the Second Global Biodiversity Outlook have reaffirmed the urgent need for immediate action to this end.
2. The enhanced phase of implementation means increased activities and requests to the Secretariat. In fact, since COP-5 in 2000, the Parties have adopted 131 decisions and requested the Executive Secretary to undertake 413 tasks representing an increase of 30% between COP-5 and COP-6 and another 30% between COP-6 and COP-7.
3. In the management review of the Secretariat undertaken by the private consulting company 'Stratos' it was reported that, among other things, "... the number of mandated (COP approved) meetings has risen from 54 in the inter-sessional period COP 7-8, to 62 in the period COP 8-9...".
4. Although some of these activities are funded from the core-budget, a majority require the mobilization of voluntary funding resources. Responsibility for the mobilization of such resources has fallen on the Secretariat of the CBD which, thus far, has undertaken resource mobilization activities in cooperation with a number of key partners, largely on an ad-hoc basis, as opportunities arose.
5. In order to meet the increasing demand for tasks and meetings it is necessary to develop, adopt and implement a consolidated Secretariat strategy for resource mobilization. This document, therefore, provides an overview of existing mechanisms and processes and, based on an analysis of their advantages and limitations, develops recommendations which could be further developed into a Secretariat strategy for resources mobilization.

* UNEP/CBD/COP/9/1.

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II. OBJECTIVE

6. The rationale for resource mobilization by the Secretariat is to complete the activities requested of the Secretariat by the COP so as to support the enhanced phase of implementation of the Convention.

7. This strategy, therefore, addresses the need to increase resources across all trust funds managed by the Secretariat, although there is an emphasis in the short term on the Voluntary Trust Funds, where possibilities for increases are greatest. However, in the long term, the resource mobilization strategy, along with the strategic framework for the Secretariat, also addresses the need to increase the core budgets of the Secretariat and of the Biosafety Protocol.

8. The term resources as used in this strategy includes financial resources, human resources (typically staff secondments, or other in-kind contributions of staff time), as well as other in-kind contributions, such as the hosting or logistical support of meetings.

9. The objective of the Resource Mobilization Strategy is to (i) enhance the effectiveness and efficiency of donor coordination, and (ii) set up ways and means to increase the availability of voluntary funding and in-kind contributions to the Secretariat of the CBD for delivery on its tasks as identified by Parties to the Convention, in accordance with Article 24 of the Convention.

10. Specific objectives to this end include:

- (a) Enhancing donor coordination within the Secretariat;
- (b) Enhancing transparency in the use of voluntary resources;
- (c) Broadening the donor base and mobilizing additional resources from non-traditional donors including civil society and charitable foundations; and
- (d) Enhancing donor participation in resource mobilization processes and decision-making.

III. SUGGESTED RECOMMENDATIONS

11. Based on the review of existing needs and mechanisms and an analysis of strengths and weaknesses a number of recommendations for action have been developed.
12. Assign a key and binding role to the four-year framework and log frame (see annex II) as the central mechanism for: (i) the identification and prioritization of funding needs, (ii) subsequent coordinated efforts to mobilize voluntary contributions, and (iii) donor coordination.
13. To this end it is suggested that the four-year framework is updated after each COP, under three priorities: (1) activities with a formal budget line in the voluntary budget; (2) explicit and time bound requests to the Executive Secretary; (iii) other requests and invitations to implementing partners to undertake activities where the Secretariat would have a facilitating/catalyzing role.
14. The log frame will be managed based on the following:
 - (a) The day-to-day administration of the log frame should be undertaken by donor focal points and the task force, in close cooperation with the resource management team
 - (b) To enhance transparency the resource mobilization task force, with input from individual programme officers and divisional directors, will develop, on an annual basis, an initial list of prioritized activities for funding; and identify potential funding sources based on the priorities stated by the donors and post cooperation
 - (c) The final decision on priorities will be made by the Management Committee
 - (d) A report on funding received for each activity in the log frame should be produced by the task force every six months and shared with staff members, the management committee and donors
 - (e) The log frame will be shared with donors and discussed, when possible, during donor meetings or in the margins of relevant meetings
 - (f) On online version of the log frame shall be developed and posted on the intranet as soon as possible after COP-9 in order to (i) make all staff members aware of which donors have been approached and what priorities have been communicated to each donor, and (ii) to communicate the status of each proposed partnership
15. Enhance coordination within the Secretariat through the establishment of mechanisms and processes for information sharing and knowledge management including:
 - (a) Ensuring that the resource mobilization task force is made aware of any funding offers and deadlines for proposals as soon as they are received by the office of the Executive Secretary;
 - (b) Assigning a role to the management committee to approve all final lists of activities for funding;
 - (c) Assigning the resource mobilization task force the role of finalizing all proposals to donors;
 - (d) Ensuring that all staff members include any discussions with donors that occur during mission in the mission report with the mission report sent to the donor focal points;
 - (e) Developing a proposal template such that when staff members draft proposals they are using a consistent format;
 - (f) Coordinating the submission of proposals for activities not contained in the log frame with the resource mobilization task force (with the understanding that the resource mobilization task force has a maximum of one week to provide its views).
16. Enhance the dialogue with donors by:

(a) Developing, subject to the availability of adequate staff time, a donor database including: contact information, past funding received, areas of interest (thematic and geographic) and deadlines for submissions

(b) Basing all staff discussions with donors on the log frame

(c) Convening, at the margins of relevant meetings of the, donor meetings with the support of the task force

17. Engage new donors by:

(a) Identifying foundations with interests in biodiversity and Biosafety;

(b) Identifying new themes for collaboration (such as sports and biodiversity);

(c) Developing a database of 'non-traditional donors' including foundations, the private sector, etc including contact information, areas of interest, deadlines and calls for proposals;

(d) Exploring opportunities for in-kind contributions for all relevant proposals and meetings.

18. Improve the quality of yearly reporting on funds raised and invested to Bureau and Annual reports to Parties, by:

(a) Creating an annual Donor Report to highlight donor contributions and the concrete outcomes and results achieved with the funds made available;

(b) Including, in the Annual expenditure report and in the individual donation reports, more strategic information such as key results, strategic breakthroughs and milestones achieved during the project, pictures of the activities themselves, testimonials of participants, evaluation results of the activities, etc, to further engage donors and ensure that they are aware of the results their resources allowed the Secretariat to achieve;

(c) Highlighting significant donor contributions, activities and results in all major SCBD outreach documents (Year in Review reports, newsletters, GINCANA, etc), to encourage further engagement and collaboration.

19. Explore with UNEP options for establishing a full-time resource mobilization post funded with the overhead.

IV. KEY CONSIDERATIONS: ALIGNING RESOURCE MOBILIZATION WITH COP PRIORITIES AND CAPACITY-BUILDING NEEDS

A. *Four-year planning frameworks and log frame for Secretariat activities*

20. In order to ensure that resource mobilization efforts are aligned with COP priorities and Parties capacity-building needs, the four-year strategies provide a “road map” of activities to be undertaken by the Secretariat in order to facilitate the implementation of the Convention and the Protocol over a four year period.

21. The strategies identify a number of key outcomes and a set of prioritized activities and their associated indicators based on decisions taken by the Conference of the Parties, the Subsidiary Body on Scientific, Technical and Technological Advice, the Working Group for the Review of Implementation and other relevant working groups convened within the framework of the CBD.

22. The aim of the strategies is to enable the Secretariat to provide support services to the Parties in a systematic and efficient manner. They also enable the Secretariat to identify resource requirements in the medium-term and possible sources of support in a strategic manner. Furthermore, the strategies allow prospective donors to understand what the Secretariat is striving to achieve over short and medium-term and its resource needs. Ultimately, it is hoped that this will facilitate more coordinated, balanced and predictable donor support to the work of the Secretariat.

23. A first version of the four-year framework and the attached log frame for activities with funding requirements under the Convention has been developed post COP-8 with a view to facilitate planning and prioritization of Secretariat activities required pursuant to requests and invitations by COP, including the identification of resources needs and funding opportunities (see annex II). In light of the positive experiences with the log frame and a planning tool, it is recommended to further strengthen its role.

24. The strategy on biosafety provides a similar “road map” of activities to be undertaken by the Secretariat in order to facilitate the implementation of the Protocol over a four year period (2008-2012).

B. *Flexibility of funding*

25. While most voluntary financial contributions are “earmarked” by the donor for a specific use, according to a detailed budget, there is usually a certain degree of flexibility (i.e. the possibility to change or add budget lines, usually within the same total budget, during the life time of a project) and fungibility (i.e. of the possibility to transfer budget allocations between different budget lines during the life time of a project). During the development and negotiation of project proposals and budgets, flexibility and fungibility should be maximized, to allow for adaptive project management bearing in mind that all such processes should conform to the specific requirements and regulations of each donor.

26. If there is a high degree of confidence in the recipient’s ability to use the funds effectively, donors might allocate non-earmarked funds, or funds that are earmarked by means of a broad, long-term strategic framework. Availability of non-earmarked funds should be maximized, as they increase opportunities for adaptive management, and allow for quick reactions to arising needs, e.g. immediate follow-up to SBSTTA or COP recommendations and decisions (cf. section IV.1.).

V. BROADENING THE DONOR BASE

27. Over the period 2003 to 2007 US\$ 13,311,837 in voluntary funding was provided by donors including Parties, other Governments, partners, foundations and the Global Environment Facility.

A. *Trust Funds managed by the CBD Secretariat*

28. The CBD Secretariat operates a number of trust funds based on the intended use of the funds committed. These trust funds are managed by the resource management team under the direction of the Chief of financial resources management.

- **BY Trust Fund:** “Core budget” for the expenses of the Secretariat (budget 2008: 8,5219 Million US\$). Covers running costs, such as salaries, basic travel, rent, and priority meetings (SBSTTA, COP, Article 8(j), ABS, etc.).
- **BG Trust Fund:** “Core budget” for the expenses of the Cartagena Protocol on Biosafety (budget 2008: 1,7364 Million US\$). Covers running costs, such as salaries, basic travel, and priority meetings.
- **BH Special Voluntary Trust Fund** for additional contributions in support of approved activities of the Biosafety Protocol (budget for 2008: 0,7063 Million US\$).
- **BI Special Voluntary Trust Fund** for facilitating participation of Parties in the Protocol (budget 2008: 1,017 Million US\$). *Only for support of developing country participants in priority meetings.*
- **BE Special Voluntary Trust Fund** for additional voluntary contributions in support of approved activities of the CBD process (budget 2008: 2,1904 Million US\$). *Expenditures (projects, meetings, short term staff, etc.) of the Secretariat not covered by the BY Trust Fund.*
- **BZ Special Voluntary Trust Fund** for facilitating participation of Parties in the CBD process (budget 2008: 5,4805 Million US\$). *Only for support of developing country participants in priority meetings.*
- **VB Special Voluntary Trust Fund** for facilitating participation of indigenous and local communities (ILCs) in the CBD process (established 2008).

B. Resources from traditional Donors

29. By far, the largest contributor to CBD activities in terms of financial resources has been donor countries representing almost 99% of financial contributions as illustrated in table 1 below. In fact, from the period 2003 to 2007, 5 Parties contributed over US\$ 1 million to the Secretariat including, the European Commission, Italy, the Netherlands, Spain and the United Kingdom.

Table 1: Contributions from Parties and other Governments

Countries	Pledges for the period 2003-2007 (US\$)
AUSTRIA	156,645
CANADA	765,238
DENMARK	245,094
EC	1,312,957
ESTONIA	10,232
FINLAND	331,694
FRANCE	81,802
GERMANY	913,317
ICELAND	1,979
IRELAND	294,457
ITALY	1,146,925
JAPAN	190,000
NETHERLANDS	2,016,247
NEW ZEALAND	10,000
NORWAY	949,531
PORTUGAL	74,664
SPAIN	2,411,116
SWEDEN	833,023
SWITZERLAND	365,022
UNITED KINGDOM	1,126,894
USA	75,000

Sub-total	13,311,837
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C. Resources from non-traditional Donors

30. Non-traditional donors include foundations, the private sector and partners. To date, very little funding has been provided directly to the Secretariat by such donors as outlined in table 2 below.

Table 2: Contributions from Foundations, the Private Sector and Partners

Other donors	Pledges for the period 2003-2007 (US\$)
CIFO	2,000
CHRISTENSEN FUND	86,655
GEF	10,000
GLOBAL INDUSTRY	26,000
GTZ	42,553
TNC	10,000
WWF	15,653
Sub-total	192,861

31. There has also been a limited effort to identify themes under which non-traditional donors can be approached. An example of one such opportunity is sports, which has generated a good deal of attention for global issues and can assist in raising funds for ear-marked activities within the various programme areas of CBD aimed at enhancing its awareness of global biodiversity issues.

D. In-kind contributions

32. A number of Parties and partners, including from the private sector, have provided in-kind, non-monetary contributions for the implementation of Secretariat activities. These include *inter alia*:

- staff time for the preparation or review of documents
- photographs for use in publications
- direct funding of participants in CBD meetings
- office / meeting space
- logistical support for meetings

33. It is often assumed that resources should be sought preferably or predominantly as cash contributions, channeled through the accounts of the Secretariat. However, while it is clearly necessary to increase the financial resource base, if the Secretariat is to comply with the increasing number of requests from Parties, it is also necessary to seek additional resources in the form of in-kind support.

34. Furthermore, an overhead programme support charge of 13% is charged by UNEP on all financial resources received by the Secretariat, and the management of funds requires considerable staff time, whereas in-kind support is often more readily available, requires less direct management by CBD core staff, and can often be used more flexibly and efficiently. The use of in-kind support for the joint implementation of activities can also serve to strengthen relationships with key CBD partners.

VI. ENHANCING COORDINATION WITHIN THE SECRETARIAT

A. Existing Institutional Arrangements for Resource Mobilization/administration in the Secretariat

1. Resource management team

35. The resource management team consists of the following staff:

Chief, Financial Resources Management Service
Fund Management Officer
Associate Finance Officer
Finance Assistant (2)

36. It should be noted that the management of financial resources, not the mobilization of additional resources, is the main function of the resource management team.

2. *Management Committee*

37. The Management Committee of the Secretariat, under the direction of the Executive Secretary, plays a role in the current coordination of funding, in particular with regard to established partnerships (see section IV below). Proposals for activities to be funded are both raised and discussed in management committee meetings and decisions are taken by the committee itself.

3. *Donor task force*

38. The donor task force consists of staff members from all units with the exception of the Office of the Executive Secretary. The task force was mandated to evaluate the extent to which resources mobilized to date have contributed to overall resource needs and to develop a resource mobilization strategy to enhance resource mobilization capacity within the Secretariat. The present report suggests a further coordinating role for the donor task force, as part of a prospective strategy for resource mobilization.

4. *Donor focal points*

39. Although there is no dedicated full-time donor focal point, two programme officers have been assigned to act as the donor focal points. The donor focal points have a mandate to: draft proposals, maintain donor relations, identify new funding opportunities and support the resource management team in monitoring and reporting. They are members of the donor task force.

B. *Enhancing Coordination between the Secretariat and Donors*

40. There are currently three main processes through which voluntary funding is obtained, and subsequently administered, for the activities of the Secretariat (i) long-term partnerships, (ii) requests for funding issued by the office of the Executive Secretary, and (ii) requests for funding issued by individual staff members.

1. *Long-term partnerships (e.g. Netherlands, EC and Spain)*

41. A number of donors have committed to long-term funding partnerships with the Secretariat. These funding partnerships are typically based on one to two year time frames and involve one large proposal containing many activities.

42. In most cases, donors request that the Secretariat propose activities that have been approved by COP within a short-list of priority areas that they are interested in funding.

Coordination mechanism

43. The coordination of funding through established partnerships largely takes place through the management committee, possibly with prior preparations by a designated focal point for the individual partnership. Proposals for activities to be funded are both raised and discussed in management committee meetings and decisions are taken by the committee itself.

Advantages

44. Since the management committee, under the direction of the Executive Secretary, is responsible for strategic decision making within the Secretariat, there is a strong link between funding for activities and strategic priorities.

Disadvantages

45. Since membership in the management committee is restricted, there is often a lack of transparency in the decision-making process and low participation among programme officers. As such, not all options for activities to be funded are considered.

46. Furthermore, coordination among partnerships, and the associated donors, under current arrangements is unclear.

2. *Requests for funding issued by the office of the Executive Secretary*

47. Letters requesting funding partnerships and suggesting possible activities are sent to donors with an invitation to discuss further options. In collaboration with interested donors and relevant programme officers and division chiefs, specific proposals are developed by the donor focal point, approved by the Executive Secretary and formally submitted for funding.

Coordination Mechanism

48. The Executive Secretary, with assistance from the donor focal point, coordinates solicitations for funding from donors based on an analysis of past funding trends, stated donor priorities, and COP-approved activities for voluntary funding.

Advantages

49. Since all solicitations are coordinated by the donor focal point and the Executive Secretary, overlap is minimized and targeted requests can elicit higher response rates. Furthermore, by basing proposals on COP-approved activities only, the funding received is reflective of the priorities set by Parties.

Disadvantages

50. Letters sent to donors are often not readily or easily available to all staff members making it difficult to build a common message on priorities when staff members interact with donors.

3. *Requests for funding issued by individual staff members*

51. In a number of cases funding will be solicited by individual programme officers and division chiefs through bilateral discussions or proposals submitted directly to funding agencies.

Coordination Mechanism

52. Bilateral discussions with donors are supposed to be shared with the donor focal point however, since there is no formal mechanism through which this is to occur, this rarely happens.

Advantages

53. Programme officers are able to solicit funding for urgent priorities since this process tends to be faster than the other two mechanisms.

Disadvantages

54. Coordination is almost non-existent resulting in a number of overlapping requests to the same donors. In many cases even the division chiefs are not informed of discussions until after they have been concluded. This can damage long-term donor relations.

55. Furthermore, since staff members are soliciting funding for their own priorities, there is a high potential for disconnect between the funding received and the strategic priorities of the Secretariat.

Overall assessment

56. The system has so far worked reasonably well. A substantial amount of new resources have been mobilized in the last biennium. However, weaknesses and/or limitations in the current system can clearly be detected, and are likely to become more constraining as needs for funding, and subsequent coordination of donors with prioritized items for funding, become more important.

57. Under the current system, it appears that the mobilization and coordination of funding, including the prioritization of funding needs, has been to considerable extent on an ad hoc basis, without an explicit, transparent prioritization exercise, and with weak formal procedures and policies in place for coordination in the Secretariat and among donors. The broad range of actors as well as funding avenues and mechanisms, outlined above, also implies a certain lack of transparency, in particular for individual

programme officers who are looking for funding on activities called for the COP decision under his/her responsibility.

58. In light of future funding needs and subsequent needs for enhanced coordination with donors and their funding priorities, there will be an increasingly pressing need for a full-time staff member dedicated to resource mobilization.

VII. REPORTING AND TRANSPARENCY

Reporting processes to individual donors, COP and the Subsidiary Bodies

59. The SCBD operates the applicable UNEP Financial Reporting System that complies with the UN Secretariat reporting standards. The SCBD is currently operating IMIS (Integrated Management Information System), which allows for an adequate and transparent reporting on the donors' funds. The system meets the SCBD specific and primary needs and enhances management effectiveness.

60. Furthermore, the SCBD activities are subject to regular audit by the UN Internal Audit body as well as the UN External Board of Auditors. The last audit was carried out in March 2006 and the next is scheduled for March 2008. The last Audit report from the UN Internal Audit is currently available on the SCBD's website.

61. The SCBD management is aware that the organization's success depends greatly on the quality of its reporting and management system and therefore is committed to maintaining high standards to provide donors with the quality of financial information they require. Transparency and accountability are integrated in the SCBD management in order to ensure an efficient and effective use of the donors' resources.

62. Furthermore, every year and biannually, the resource management team prepares an expense report submitted to the COP Bureau and to Parties, with a short and very objective explanation of funds received, within the overall financial report of the operations of the CBD. It is restricted to general categories of expenses, with no specific mention of objectives and conditions of funding or accounting of results achieved.

63. For each specific donation, the resource management team also prepares a financial report to the donor itemizing expenses and attaching official outcomes of each activity. Usually, this is restricted to very objective results obtained, such as list of sponsored participants, copies of publications and/or official meeting reports.

*Annex I***DONOR CONTRIBUTIONS 2003-2007****BE 2003**

COUNTRY	PLEDGED	
	in US\$	PURPOSE OF PLEDGE
AUSTRIA	17,120	SBSTTA-9, 10-14 November 2003
CANADA	7,270	Art. 8(j) 8-12 December 2003
CANADA	28,580	COP-7
DENMARK	10,000	VARIOUS MEETINGS 2002-2003
DENMARK	51,049	COP-7/MOP-1
FINLAND	74,626	COP-7/MOP-1
GERMANY	14,088	SBSTTA-8/MYPOW
GERMANY	30,118	SBSTTA-9
GERMANY	31,004	COP-7
IRELAND	43,143	SBSTTA-9/ABS/COP-7/MOP-1
ITALY	23,805	SBSTTA-9 transfer from BE AHTEG Mountains
ITALY	137,880	SBSTTA-9/ ABS/ Article 8(j)
JAPAN	30,000	SBSTTA-8
JAPAN	75,000	SBSTTA-9
NETHERLANDS	12,500	COP-7
NEW ZEALAND	10,000	SBSTTA-8
NORWAY	61,306	Participation of Parties in CBD meetings
SPAIN	33,104	SBSTTA-8/MYPOW
SPAIN	59,495	ABS, Montreal, 1-5 December 2003
SPAIN	37,532	Article 8(j), Montreal, 8-12 December 2003
SWEDEN	71,619	VARIOUS MEETINGS 2003
SWEDEN	32,866	COP-7
SWEDEN	32,287	COP/MOP-1
SWEDEN	10,493	ART. 8(j), Montreal, 8-12 December 2003
SWITZERLAND	39,002	ABS and Art. 8(j)
SWITZERLAND	39,001	LAC Preparatory meeting for COP-7
UNITED KINGDOM	120,750	SBSTTA-8
UNITED KINGDOM	33,310	SBSTTA-9; ABS; Art. 8(j)
UNITED KINGDOM	136,102	COP-7/MOP-1
TOTAL	1,303,050	

BE 2004

COUNTRY	PLEDGED	
	in US\$	PURPOSE OF PLEDGE
CANADA	78,136	Capacity-bldg. W/S on Article 18
EC	205,520	2004 activities under BE Trust Fund
EC	113,917	Capacity-bldg. W/S on Article 18
FINLAND	60,655	AHTEG Biodiversity and Climate Change
GERMANY	120,000	Capacity-bldg. W/S on Article 18
GERMANY	37,684	Mtg. on Biodiversity Tourism Users Manual
GERMANY	26,589	Publication of PoW Protected Areas/Marine (5,000 Euros)
NETHERLANDS	495,400	Letter of Intent- 400,000 Euros
SPAIN	85,417	AHTEG on Island Biodiversity
SPAIN	66,320	Article 8j POW

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SWEDEN	59,354	Art. 8j/ABS/Sustainable Use
UNITED KINGDOM	62,240	AHTEG - Liability & Redress - BS
UNITED KINGDOM	9,096	AHTEG on Indicators
UNITED KINGDOM	27,287	Expert Group on Outcome Oriented Targets
UNITED KINGDOM	47,735	Business and the 2010 Biodiversity target
USA	75,000	AHTEG -Indicators/ IAS/ Taxonomy
TOTAL	1,570,350	

BE 2005

COUNTRY	PLEDGED in US\$	PURPOSE OF PLEDGE
CANADA	275,849	Meeting on Review of Implementation
CANADA	21,817	Article 8(j) Joint mtg. of CBD SBSTTA & UNFCCC
CANADA	12,411	SBSTA
EUROPEAN COMMISSION	116,695	2005 activities under BE Trust Fund
FINLAND	24,281	AHWG PA/2
GERMANY	45,090	AHTEG Forest Biodiversity
GLOBAL INDUSTRY COALITION	26,000	BCH Training Workshop
ITALY	537,403	AHWG on Protected Areas
ITALY	6,000	Publication of Newsletter -Protected Areas
ITALY	50,000	2nd AHWG on Protected Areas
NETHERLANDS	511,200	2005 Letter of Intent- 400,000 Euros
SPAIN	236,505	Addn. Costs Art 8j/ABS
SPAIN	59,494	Addn. Costs Art 8j/ABS
SWEDEN	88,605	Art. 8j meeting, Spain 2006
SWITZERLAND	34,257	GBO-2
UK	103,998	Meeting on Review of Implementation
UK	86,665	Business and the 2010 Biodiversity target
TOTAL	2,066,760	

BE 2006

COUNTRY	PLEDGED in US\$	PURPOSE OF PLEDGE
DENMARK	10,000	SBSTTA Bureau Meeting
EC	59,065	Expert mtg. on Protected Areas
EC	296,053	2006 activities under BE Trust Fund
FRANCE	64,103	6th AHWG on Access and Benefit Sharing
GERMANY	6,000	Publication of Protected Areas doc
GERMANY	32,947	Various CBD Activities (25,550 Euros @ 0.759)
GERMANY	68,378	World Data base on Protected Areas
NETHERLANDS	513,320	2006 Letter of Intent- 400,000 Euros
NORWAY	317,068	IBD Project
PORTUGAL	74,664	Expert workshop on Marine Protected Areas
SPAIN	323,050	Support for POW on Art 8j
SPAIN	66,158	CHM/8j Joint Capacity Bldg. W/S
UNITED KINGDOM	35,606	Expert Meeting on Protected Areas/ 2nd AHWG-PA
TOTAL	1,866,411	

BE 2007

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COUNTRY	PLEDGED in US\$	PURPOSE OF PLEDGE
AUSTRIA	29,499	SBSTTA-Bureau meeting
CANADA	120,909	Climate Change and Biodiversity Activities
CANADA	132,530	Additional Approved Activities
CANADA	50,000	ABS-6
CIFOR	2,000	Publication of CBD Technical Series
EC	324,484	2007-2008 activities under BE Trust Fund
FINLAND	50,000	ABS-6
FRANCE	14,749	Translation of CBD website in French
FRANCE	2,950	Publication - Sur la Terre
GEF	10,000	Tree planting activities
GERMANY	60,000	Francophone African Sub-Regional W/S - PA
GERMANY	100,000	GBO-3 Activities and CEPA IAC
GTZ	42,553	African Francophone W/S on PA
IRELAND	73,746	ABS-6
ITALY	3,000	AHTEG on Forest Biodiversity
JAPAN	5,000	Capacity Bldg. W/S on NBSAPS
NORWAY	200,000	Support for regional consultations on ABS
NORWAY	73,746	Support for ABS-6
NETHERLANDS	61,728	ABS-6
NETHERLANDS	422,098	2007/8 Letter of Intent- US\$483,826.75
SPAIN	102,912	ABS Certificate of Origin Mtg
SPAIN	810,636	Additional Approved Activities
SPAIN	56,738	Outreach - maintenance 8j webpage and
SWEDEN	144,217	Additional Approved Activities
SWITZERLAND	50,000	ABS-6
TNC	10,000	Regional African W/S on PA
UK	71,477	African NBSAPs Workshops
WWF	15,653	South African Sub-regional W/S on Protected Areas
TOTAL	3,040,625	

BZ 2004

COUNTRY	PLEDGED in US\$	PURPOSE OF PLEDGE
AUSTRIA	15,419	SBSTTA-10 /ABS-3
GERMANY	24,363	SBSTTA-10
IRELAND	25,936	SBSTTA-10/ABS-3
JAPAN	30,000	COP-7
JAPAN	30,000	Asia-Pacific Regional COP-7 Prep. mtg.
NORWAY	42,749	Participation of Parties in CBD meetings
SWEDEN	59,354	ART. 8J/ABS
SWITZERLAND	40,000	SBSTTA-10
SWITZERLAND	50,000	ABS-3
UNITED KINGDOM	71,556	SBSTTA-10
TOTAL	389,377	

BZ 2005

COUNTRY	PLEDGED	PURPOSE OF PLEDGE
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in US\$		
AUSTRIA	11,734	SBSTTA-11
AUSTRIA	12,075	COP-8
AUSTRIA	24,150	2nd AHWG-PA
BRAZIL	37,667	COP-8 Indigenous participants
BRAZIL	18,833	1/3 of \$56,500 contribution
CHRISTENSEN FUND	27,955	ABS-3
CHRISTENSEN FUND	58,700	ART 8(J)/ABS-4
DENMARK	64,075	AHWG-RIC/SBSTTA-11/2nd AHWG-PA
EUROPEAN UNION	59,065	Article 8(j)
FINLAND	26,200	SBSTTA-10
FINLAND	23,664	SBSTTA-11
GERMANY	54,402	AHWG- PA/1
GERMANY	61,733	2ND AHWG- PA
IRELAND	60,532	ART 8(J)/ABS-4
IRELAND	23,850	Reg. Preparatory mtg. for COP-8
ITALY	331,784	AHWG Protected Areas
ITALY	57,053	Donor's Meeting- Protected Areas
JAPAN	20,000	Asia-Pacific Regional COP-8 Prep. mtg.
NORWAY	38,646	Participation of Parties in CBD meetings
SPAIN	56,500	Art. 8(j)/ABS-4 indigenous participants
SPAIN	190,278	Art. 8(j)/ABS-4
SWEDEN	63,323	ART. 8J/ABS
SWEDEN	103,066	Various CBD meetings
SWITZERLAND	39,975	ABS-4
THAILAND	113,000	SBSTTA-10
UNITED KINGDOM	94,385	2nd AHWG- PROTECTED AREAS
UNITED KINGDOM	69,332	SBSTTA-11
UNITED KINGDOM	69,332	COP-8
UNITED KINGDOM	17,333	African Reg. Mtg. for COP-8
TOTAL	1,828,642	

BZ 2006

COUNTRY	PLEDGED	
	in US\$	PURPOSE OF PLEDGE
AUSTRIA	17,997	COP-8
DENMARK	51,200	COP-8
EC	65,789	ABS-5
EC	32,895	Indigenous participants -ABS-5/ AHWG-PA-2
EC	39,474	Participants -AHWG-PA-2
FINLAND	38,424	COP-8
GERMANY	30,816	COP-8
NORWAY	74,043	Participation of Parties in COP-8 meetings
SWITZERLAND	7,488	COP-8
SWITZERLAND	24,055	ABS-5
TOTAL	382,181	

BZ 2007

COUNTRY	PLEDGED	
	in US\$	PURPOSE OF PLEDGE

AUSTRIA	28,651	ABS-6
CANADA	37,736	8-19 October 2008
DENMARK	58,770	SBSTTA-12 & WGRI-2
ESTONIA	10,232	AHWG-PA/2
FINLAND	20,463	SBSTTA-12 & WGRI-2
FINLAND	13,381	ABS-5 & WG8J-5
GERMANY	51,512	SBSTTA-12/WGRI-2
GERMANY	100,000	ABS-5/8j-5/PA-2
GERMANY	18,593	ABS-6
ICELAND	1,979	Participation of Parties in CBD meetings
IRELAND	67,250	ABS-5
NORWAY	91,973	Participation of Parties in CBD meetings
NORWAY	50,000	Participation of dev. countries in ABS mtgs.
SPAIN	226,978	Participation in CBD meetings
SWEDEN	28,843	ABS-6
SWEDEN	138,996	SBSTTA-13/WGPA-2
SWITZERLAND	20,622	SBSTTA-12
SWITZERLAND	20,622	WGRI-2
UNITED KINGDOM	70,690	SBSTTA-12 & WGRI-2
TOTAL	1,057,290	

Annex II

FOUR-YEAR FRAMEWORK OF COLLABORATION FOR CAPACITY-BUILDING (2007 - 2010)

(DRAFT FOR DISCUSSION)

Overview:

1. The Convention on Biological Diversity (CBD) is entering a new phase of enhanced implementation towards the achievement of the 2010 target of significantly reducing the rate of biodiversity loss. The findings of the Millennium Ecosystem Assessment and the Second Global Biodiversity Outlook have reaffirmed the urgent need for immediate action to this end.
2. The Conference of the Parties to the CBD held its eighth meeting (COP-8) in Curitiba, Brazil from 20 to 31 March 2006. At this meeting 122 Ministers and heads of delegation led representatives from 160 Parties, 77 international organizations, 111 indigenous and local community organizations, and 495 non-governmental and educational organizations to reaffirm the need for urgent action.
3. The 34 decisions arising from COP-8 include a number of recommendations and requests for capacity-building¹. In order to ensure the efficient and effective implementation of capacity-building activities, Parties themselves must take concrete steps forward. However, it should be noted that those Parties that have the most severe capacity-building needs also tend to have the lowest capacity to fill these needs. As such, the Secretariat is seeking to fulfill its mandate to support Parties in their implementation of the convention by scaling-up its support for capacity-building activities.
4. The Secretariat's ability to provide mandated support for capacity-building will be dependent upon the development of key partnerships and on the availability of adequate financial resources. It is for this reason that the Executive Secretary is proposing a four-year framework for collaboration for the period 2007 to 2010.

Rationale:

5. The success of capacity-building activities is highly dependent on the initial establishment of a programmatic framework. Such a programmatic framework, including long-term commitments, can facilitate an appropriate enabling environment for sustainable and replicable interventions, an increase in capacity-building activities, and the integration of lessons learned.

Expected Beneficiaries:

6. The suggested four-year framework of collaboration for capacity-building (2007-2010) would enable the CBD Secretariat and partner agencies to (i) respond to "voluntary funding" requests to the Executive Secretary issued by COP-8, and (ii) expand support for capacity-building towards the achievement of the 2010 target. In doing so, it has true value added in terms of contributing to the scaled-up implementation of the Convention within those country Parties most in need of capacity-building.
7. Through targeted capacity-building, the framework for collaboration will benefit Parties with economies in transition and developing country Parties, especially the least developed countries and small island developing States.
8. The achievement of the 2010 target is closely linked to the achievement of the Millennium Development Goals (MDG), in particular MDG 7 on environmental sustainability and MDG 1 on reducing extreme poverty and hunger. The linkages between biodiversity, environmental sustainability, poverty reduction, and food security were emphasized in the Millennium Ecosystem Assessment, which

¹ Relevant decisions include *inter alia*, VIII/3 paragraph 15, VIII/4 Section A paragraph 7, VIII/5 Section B-II paragraph 13 and Section D-II paragraph 6, VIII/6 paragraph 9, VIII/8 paragraph 6, VIII/11, VIII/12 paragraph 4, VIII/13 paragraph 5, VIII/14 paragraph 18 (e), VIII/19 Section C 1, VI/20 paragraph 27, BS III-3 annex paragraphs 4 (a) and (b), and BS I-5 annex II paragraphs 6 (g) and (h), VIII/24 paragraphs 10, 18 and 28 (b).

highlights the fact that human actions have resulted in the degradation of a majority of ecosystem functions, including fisheries, water purification, and nutrient cycling. All of these functions are critical to the achievement of both the MDGs and the 2010 target.

9. In order to ensure the equitable sharing of expected benefits from capacity-building, the collaborative framework contains a strong focus on stakeholder engagement and the participation of often-marginalized groups, including women, youth, and indigenous peoples. Focus is also placed on the involvement of indigenous women as holders of biodiversity knowledge.

Links to Other Initiatives:

10. The CBD four-year framework for collaboration has been designed to support and strengthen related capacity-building initiatives while avoiding overlap. Specific efforts have been made to reflect the outcomes, objectives and recommendations of the Bali Strategic Plan, GEF capacity-building programmes and the Millennium Project.

Bali Strategic Plan for Technology Support and Capacity-building

11. The Bali Strategic Plan was adopted at the twenty-third session of the Governing Council / Global Ministerial Environment Forum held 21 to 25 February, 2005. The Bali Plan aims to increase the coherence, coordination and effectiveness of capacity-building activities and technical support. It is based on country-identified needs and expands on the current activities of UNEP.

12. The four-year framework for collaboration will work hand-in-hand with UNEP to deliver capacity-building activities. It will merge the technical and scientific skills of the CBD Secretariat with the on-the-ground implementation programmes of UNEP. As such, the four-year framework is expected to contribute to the successful achievement of the objectives of the Bali Plan.

GEF Capacity-Building Programmes

13. The National Capacity Self Assessment (NCSA) programme is aimed at identifying country-level needs and priorities for capacity-building to address global environmental issues. To date, 50 countries have begun NCSA projects. NCSA's form the basis of in-country capacity-building through the GEF Strategic Approach to Enhance Capacity-Building.

14. The four-year framework for collaboration builds on the 11 operational principles for effective capacity-building proposed within the GEF Strategic Approach. These operational principles include: stakeholder participation, partnerships and regional approaches, the mainstreaming of capacity-building activities and a holistic approach to capacity-building.

Millennium Project

15. The Millennium Project was commissioned by the United Nations Secretary General in 2002 to support the achievement of the Millennium Development Goals. The Millennium Project subsequently developed a list of 10 key recommendations published in its report on investing in development.

16. The four-year framework of collaboration integrates relevant recommendations of the Millennium Project, including those on participation, partnership development, mainstreaming environmental issues, and scientific research (recommendations 1,2,3,5,6,9 and 10). Capacity-building actions reflecting such recommendations, within the framework of the 2010 target, are intended to contribute, as appropriate, to global efforts to achieve the Millennium Development Goals, particularly MDG 7 on ensuring environmental sustainability.

Suggested Goals and Activities:

17. The purpose of the four-year framework for collaboration is to provide COP-mandated capacity-building support for the implementation of the Convention towards the 2010 target.

18. In doing so, the four-year framework intends to mobilize the comparative advantage of the CBD Secretariat while recognizing that Parties, other Governments and relevant organizations also possess comparative advantages that should not be imposed upon by the Secretariat.

19. The framework for collaboration is built on the requests and requirements of Parties, in particular developing country Parties, including small island developing States, and country Parties with economies in transition. The activities contained within the framework for collaboration also recognize the enormous potential of synergies with the Rio and biodiversity-related conventions, multilateral environmental agreements and other collaborative partners and programmes.

20. With this in mind, the following goals and activities are suggested (more information is available in the log frame).

Goal 1: Increase Stakeholder Participation in Implementation of the Convention, in Particular Women, Youth, NGOs and Indigenous People

- 1.1. Increase the participation of stakeholders from developing countries, including women, youth, NGOs and indigenous people, in CBD workshops and meetings.
- 1.2. Assist indigenous and local communities, especially indigenous women as holders of biodiversity knowledge, in capacity-building, education and training.
- 1.3. Enhance stakeholder engagement for the achievement of the 2010 target.

Goal 2: Mainstream Biodiversity Issues Across Sectors and within Development Plans

- 2.1 Support the inclusion of biodiversity considerations within national development plans and poverty reduction strategies.
- 2.2 Support regional and sub-regional exchange of experience and knowledge on national biodiversity strategies and action plans and the integration of biodiversity concerns into relevant sectors.
- 2.3 Increase awareness of innovating funding options for biodiversity-related issues.
- 2.4 Support the development of regionally based responses to scenarios, taking into account the Millennium Ecosystem Assessment.

Goal 3: Increase the Technical Capacity of Developing Country Parties and Parties with Economies in Transition to Implement the Convention

- 3.1 Prepare relevant demand-driven training materials, user's manuals and guidelines and, when appropriate, organize short training workshops back-to-back with major CBD and Cartagena Protocol meetings.
- 3.2 Support technology transfer among Parties to the CBD as well and scientific and technological cooperation including South-South cooperation.
- 3.3 Make available to Parties information on sources of expertise for the implementation of the Convention.
- 3.4 Fill knowledge and information gaps related to access and benefit-sharing.

Goal 4: Increase Awareness of the Three Fold Objective of the Convention and the 2010 Target

- 4.1 Establish an informal advisory committee as a broader expert group on communication, education and public awareness, including representatives from indigenous and local communities.
- 4.2 Support national and international activities and preparations for the celebration of International Biodiversity Day and of 2010 as the International Year on Biodiversity.

4.3 Implement awareness-raising activities in partnership with global initiatives, including the IUCN Countdown 2010 Initiative, the Millennium Development Goals, the Millennium Ecosystem Assessment and the United Nations Decade of Education for Sustainable Development.

4.4 Expand the availability of multilingual information on the Convention.

Goal 5: Strengthen Partnerships and Cooperation for Implementation of the Convention

5.1 Facilitate cooperation and collaboration amongst national focal points to the three Rio Conventions, the Global Taxonomy Initiative (GTI), the Cartagena Protocol, the Clearing House Mechanism (CHM) and access and benefit-sharing (ABS) for the development and implementation of on-the-ground synergistic activities.

LOG FRAME

Capacity-building Goal	Capacity-building Activity	Expected Outcomes	Partial List of Output Targets
1. Increase Stakeholder Participation in the implementation of the Convention - in Particular Women, Youth, NGOs and Indigenous People	1.1 Fund the participation of stakeholders from developing countries (including women, youth, NGOs and indigenous people, especially indigenous women as holders of biodiversity knowledge) in CBD workshops and meetings	The output of CBD meetings (reports, recommendations, etc.) better reflect inputs from a broad range of stakeholders	<p>Increase in the proportional representation of participants in CBD meetings from developing countries and countries with economies in transition, including women, youth, NGOs and indigenous people (especially indigenous women)</p> <p>Increase in the number of meetings at which administrative support is extended to representatives from indigenous and local communities</p>
	1.2 Assist indigenous and local communities in capacity-building, education and training (including in new web-based technologies), with particular emphasis on the participation of indigenous women, as the holders of biodiversity knowledge, and youth	Implementation of the CBD takes place with the full and effective participation of women, youth and indigenous people	<p>Increase in the number of members of indigenous and local communities, especially indigenous women, participating in capacity-building, education, or training workshops</p> <p>Pilot projects implemented in developing countries and countries with economies in transition, relating to enhancing the role of the national clearing-house mechanism in providing information to indigenous and local communities</p>
	1.3 Enhance stakeholder engagement for the achievement of the 2010 target	Increased progress towards the achievement of the 2010 target as a result of increased stakeholder participation	Increase in the number of stakeholders participating in stakeholder forums prior to COP-9 and COP-10
2. Mainstream Biodiversity Issues Across Sectors and within Development Plans	2.1 Support the inclusion of biodiversity considerations within national development plans and poverty reduction strategies	The objectives of the convention are reflected in increased donor funding and national funding allocations	<p>Report and case studies published and disseminated on the business case for biodiversity</p> <p>Increase in the number of PRSPs and CASs including specific actions or targets for the conservation, sustainable use and equitable sharing of benefits from biodiversity</p>

Capacity-building Goal	Capacity-building Activity	Expected Outcomes	Partial List of Output Targets
	2.2 Support capacity-building for the development and implementation of national biodiversity strategies and action plans, and the integration of biodiversity concerns into relevant sectors	<p>Greater regional information sharing on National Biodiversity Strategy and Action Plan (NBSAP) processes</p> <p>Mainstreaming of NBSAP activities within different agencies planning and policies</p> <p>Increased capacity among Parties to produce high quality national reports and NBSAPs</p>	<p>Regional / sub-regional meetings held to exchange experiences and expand knowledge</p> <p>Increase in the number of sectors involved in the development of NBSAPs</p> <p>Parties make use of an on-line technical support facility to assist with preparation of national reports as well as on issues related to NBSAPs</p>
	2.3 Increase awareness and adoption of innovative funding options for biodiversity related issues	Adequate funding available for biodiversity conservation and sustainable use	Workshop held on ways to make full use of currently available sustainable-funding tools (e.g. for protected areas)
	2.4 Support the development of regionally based responses to scenarios taking into account the Millennium Ecosystem Assessment	Decision-makers have access to options and choices, including costs and benefits, of different policy and investment alternatives	<p>Toolkits developed and disseminated on integrating the use of regionally based scenarios into the development and implementation of NBSAPS</p> <p>Implementation of pilot biodiversity-oriented regionally based scenarios in association with Implementing Agency partners</p> <p>Increased awareness, amongst national focal points, of the utility of regionally based scenarios.</p>
3. Increase the Technical Capacity of Parties to Implement the Convention	3.1 Prepare relevant demand-driven training materials, user manuals, and guidelines and, when appropriate, organize one or two day training workshops back to back with major CBD and Cartagena Protocol meetings	Increased capacity among Parties to overcome technical obstacles preventing achievement of the 2010 target	<p>Number of Parties participating in training workshops on <i>inter alia</i>:</p> <ul style="list-style-type: none"> i. Biosecurity provisions under the CBD and their interaction with the World Trade Organization (WTO). ii. New information and web-based technologies to assist in the implementation of the Convention iii. Strengthening the work of national nodes of the clearing-house mechanism for implementation of the Convention iv. Best practices and information exchange on experiences in the

Capacity-building Goal	Capacity-building Activity	Expected Outcomes	Partial List of Output Targets
			<p>preparation of fourth national reports and capacity-building for national focal points</p> <ul style="list-style-type: none"> v. The development of country-driven projects to address common taxonomic needs that have already been identified vi. Selected provision of the CBD (in collaboration with UNEP and UNITAR) vii. Other emerging issues of relevance to the Convention <p>Training kits published and disseminated on:</p> <ul style="list-style-type: none"> i. Local biodiversity monitoring programmes ii. Capacity-building tools for the programmes of work on protected areas and the biological diversity of dry and sub-humid lands iii. National legislation to support implementation of the Convention (including addressing legislative barriers to implementation) iv. Training for trainers on relevant topics such as ABS <p>Manuals/guidelines published and disseminated on:</p> <ul style="list-style-type: none"> i. Tourism and biodiversity ii. Methods for the valuation of biodiversity resources and functions and associated ecosystem benefits iii. Guide to the Global Taxonomy Initiative <p>Training materials prepared for workshops are made available through the "e-learning" support center being established through the Clearing House Mechanism</p>

Capacity-building Goal	Capacity-building Activity	Expected Outcomes	Partial List of Output Targets
	3.2 Support technology transfer among Parties to the CBD as well as scientific and technological cooperation, including South-South cooperation.	Parties transfer, adapt and apply technologies, methodologies, and processes for the implementation of the Convention	<p>Development of an on-line searchable database on available relevant technologies</p> <p>Pilot and demonstration activities implemented through collaboration among Parties and with partner agencies (in particular UNEP and UNDP)</p> <p>South-South training and knowledge-sharing workshops (where possible held back-to-back with other major meetings)</p> <p>Mechanisms and programmes in place for knowledge-sharing through partnerships</p> <p>Expanded participation in activities related to the World Summit on the Information Society</p>
	3.3 Make available information on sources of expertise for the implementation of the Convention	Parties have access to external expertise to fill gaps in knowledge and technical capacity	Increase in the number of Parties making use of identified expertise
	3.4 Support, through the mobilization of relevant expertise and support for the Ad Hoc Open Ended Working Group, the filling of information and knowledge gaps preventing appropriate access and benefit sharing	Fewer knowledge and information gaps related to access and benefit sharing	<p>Reports published and disseminated on:</p> <ul style="list-style-type: none"> <i>i.</i> Legal status of genetic resources in national law, including property law, in a selection of countries <i>ii.</i> ABS arrangements in different sectors <i>iii.</i> Administrative and judicial remedies <p>Adequate support provided to the co-chairs of the Ad Hoc Open Ended Working Group</p>
4. Increase awareness of Convention Objectives and the 2010 target	4.1 Support an informal advisory committee as a broader expert group on communication, education and public awareness, including representatives from indigenous and local communities	Expanded awareness of convention activities at all levels	Increase in the number of Parties implementing CEPA activities

Capacity-building Goal	Capacity-building Activity	Expected Outcomes	Partial List of Output Targets
	4.2 Provide technical and financial support for the annual celebration of International Biodiversity Day and of 2010 as the International Year on Biodiversity	Broad global celebration of International Biodiversity Day and the International Year on Biodiversity	Increase in the number of Parties holding activities for International Biodiversity Day Increase in the number of Parties holding activities during 2010 for the International Year on Biodiversity
	4.3 Implement awareness raising activities in partnership with global initiatives that are particularly relevant to the work of CEPA, including the IUCN Countdown 2010 Initiative, the Millennium Development Goals, the Millennium Ecosystem Assessment and the United Nations Decade of Education for Sustainable Development	Increased efficiency and cost-effectiveness of CEPA activities	Increase in the number of formal and active partnership arrangements established and implemented within the framework of CEPA
	4.4 Expand the availability of multi-lingual information on the Convention	Greater access to CBD publications worldwide	Establish a sustainable process for the translation of CBD website material into the six UN languages Communicate the results of the second Global Biodiversity Outlook in all official languages in a strategic and effective way
5. Strengthen Partnerships for Implementation	5.1 Facilitate cooperation and collaboration amongst national focal points for the three Rio Conventions, the GTI, the Cartagena Protocol and CHM for the development and implementation of on-the-ground synergistic activities	Increased in-country collaboration between stakeholders implementing activities in support of the various conventions and issues	Establish a technical working group among the Rio and other environmental conventions and develop electronic tools to facilitate communication and work

*Annex III***DONOR RELATIONS AT A GLANCE - “10 RULES” FOR SCBD STAFF**

Network: use the opportunities of meetings to get to know your constituency, including present or potential donors. Get to know their policies and priorities, and the procedures for applications and grant-making. Share this information with the Resource Mobilization Task Force.

Be relevant: any formal or informal discussion you have with a donor must reflect SCBD priorities based on COP or SBSTTA decisions, and subsequently be in line with the Strategic Framework, and/or other relevant decisions of the Management Committee.

Communicate: keep your supervisor and the Resource Mobilization Task Force informed about relevant contact with any donor. Follow up on informal discussions, and keep donor agencies updated about progress, e.g. if a proposal is under development. When implementing a project, acknowledge the donor(s) contribution(s) in all project related official communication and media work.

Be brief: when proposing a project concept or a full proposal, be as concise as possible. Use a logical framework approach (LFA) matrix (provided by the Resource Mobilization Task Force). Even large projects can be summarized as an LFA matrix of one or two pages.

Be interesting: be concise but as concrete and descriptive as possible when describing project outcomes. Avoid jargon. When reporting on a project, include at least one picture, and inform the donor how and where their contribution was acknowledged (opening statement; banner; media coverage etc.).

Build synergies: explore options for co-funding arrangements (in cash or in-kind) to increase the return on investment for donors.

Be reliable: submissions of applications, and reports, have to be sent on time. If you realize that you will not be able to meet a deadline, contact the donor ahead of time and ask for an extension, if possible. Always acknowledge receipt of any request from a donor. Make sure you are fully aware of reporting responsibilities, procedures and deadlines.

Use the right format: if no format for a project application is provided by the donor, use the format developed by the Resource Mobilization Task Force (including an LFA matrix). A project concept should always answer, as precisely as possible, at least these basic questions: What? Why? When? Where? With whom (partners)? Why SCBD (mandate)? How much (budget)?

Be pro-active: usually donors plan their budgets at least one year in advance. Plan ahead, as far as possible, in terms of the voluntary contributions that will be required to implement COP decisions, and inform donors well ahead of time. Also inquire about funds that might be available in the short term.

Be creative: instead of requesting “more of the same”, think about alternative solutions to achieve outcomes, e.g. by leveraging in-kind support through partner agencies. “Resource mobilization” is not restricted to financial resources!

For more detail, please consult the Resource Mobilization Strategy.
