

Resource Mobilization and Financial Reporting under the CBD

Assessing funding needs, gaps, and priorities: costing the NBSAPs

Subregional Capacity-building Workshop on Financial Reporting and
Resource Mobilization for Eastern European and Central and West
Asian Countries

Tbilisi, Georgia, 25-26 February 2016

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Secretariat of the Convention on Biological Diversity





Introduction

- Very few countries have so far submitted fully costed NBSAP
- Every country has its own approach to budgeting
- The question to ask is : “who will be deciding on the budget financing?”



Financial decision makers

Ministry of Finance

Other ministries

International donors

Development banks

NGOs



Better integration of NBSAPs

- Aligning NBSAP budgeting with the national budgeting process
- The role of using national budgeting codes (UNDP BIOFIN initiative).



Setting priorities: guidance on cost effectiveness

- Use NBSAP process by identifying, prioritizing and categorizing the most critical areas.
- Begin with the effective tools that are already in place and where we have experience.
- It is advised to do as much costing as possible and, as a precondition, to develop an action plan with clear, quantifiable targets.



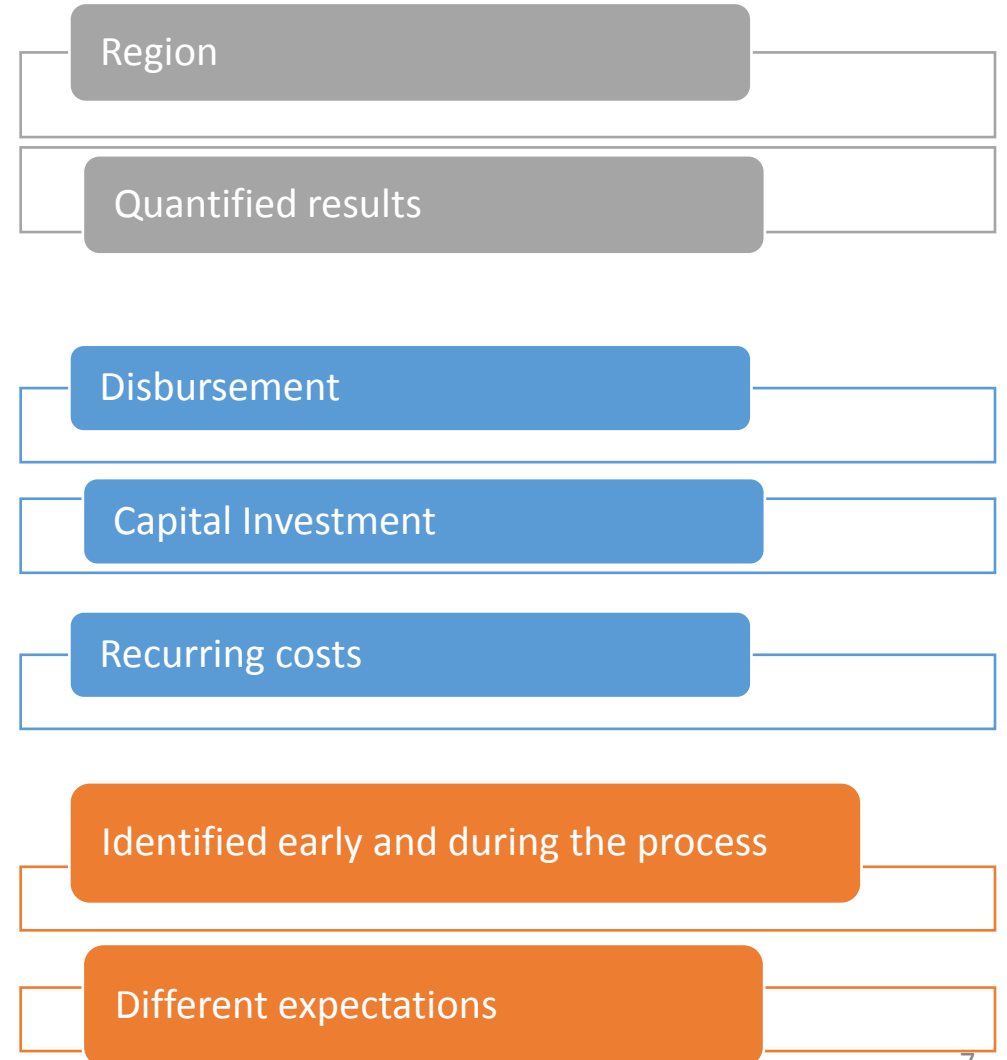
How to determine funding needs

- Use the NBSAP to identify the activities that need to be implemented in order to achieve the national targets – including scope, schedule, and stakeholders
- Assess the actual cost of achieving specific target or associated strategies by developing a detailed programme of ‘costable’ activities (‘work breakdown structure’ – WBS)
- Synergize with the GEF cycle and the GEF-7 needs assessment (see questionnaire)



Key elements to prepare for accurate NBSAP costing

- **Scope**
- **Schedule of implementation**
- **Stakeholders**





Scope

- NBSAP as a basis for creating a work breakdown structure (WBS)
- Lowest level of WBS to be used for estimation of duration, resource needs, and associated cost
- **Pitfall:** Excessive decomposition
- **Recommendation:** stop further decomposition when associated cost can be identified with reasonable accuracy





Decomposition of targets/strategies





Decomposition: example

Activity structure

Program 1 Reduce the pressure on biodiversity to ensure sustainable development

Sub-program 1.1 Ensure the conservation of rare, vulnerable and endangered species

	Consultatory meeting for TOR
	Inception workshop about the conservation
	Execution of the development
	Follow up on the execution
	Maintain the conservation



Timing

- **Principle:** manage by stages
- **Tool:** “Rolling” wave planning (progressive elaboration)

**Result: Scheduled activities for resource estimations
(‘Gantt chart’)**



Timing

Timing
(Gantt chart)

Activity structure	2016	Q1	Q2	Q3	Q4	2017	2018
Program 1 Reduce the pressure on biodiversity to ensure sustainable development	0	0	0	0	0	0	0
Sub-program 1.1 Ensure the conservation of rare, vulnerable and endangered species	0	0	0	0	0	0	0
Action 1.1.1 Restore natural habitats of endangered species populations	0	0	0	0	0	0	0
Consultatory meeting for TOR	0	x					
Inception workshop about the conservation	0		x				
Execution of the development	0			x	x	x	
Follow up on the execution	0					x	x
Maintain the conservation	0						x
Action 1.1.2 Develop management plans for ecosystems and plant and animal species of community interest	0	0	0	0	0	0	0
Elaboration of requirements (meetings)	0		x				
Research	0			x			
Validation workshop	0				x		
Finalization and distribution	0					x	
Sub-program 1.2 Implement biological safety measures	0	0	0	0	0	0	0
Action 1.2.1 Implement the National Framework on Biological Safety in accordance with the provisions of the Cartagena Protocol	0	0	0	0	0	0	0
Inception workshop about the planning	0				x		
3/7/2016 Development of the implementation plan	0					x	12
Implementation	0					x	



How to estimate resource needs and costs?

TOOLS:

- Expert judgment
- Alternative analysis
- Published estimating data
- Bottom-up estimating (cost aggregation)



How to estimate activity durations?

TOOLS:

- Analogous estimating (historical data from similar project)
- Parametric estimating (statistical relationship)
- Three point estimating (Beta distribution $(tO+4tM+tP)/6$)
- Expert judgment
- Group decision-making techniques



How about administrative cost?

- Need to be included in estimations of the biodiversity budget and expenditure data.
- The degree to which it is deemed as relevant is taken as proportionate to the rest of the activities in that programme.
- For example: if 90% of the non-administration activities are deemed to be relevant to biodiversity, then 90% of the administration budget is assumed to be relevant to biodiversity.

Example from Moldova NBSAP

- Programmes, sub-programmes, and activities are taken verbatim from the NBSAP
- ‘Costable’ activities and numbers assigned are our making, for illustrative purposes

Example from Moldova NBSAP

Activity structure	2016	Q1	Q2	Q3	Q4	2017	2018	Total 2016-2018
Program 1 Reduce the pressure on biodiversity to ensure sustainable development	405,000	30,000	100,000	130,000	145,000	120,000	105,000	630,000
Sub-program 1.1 Ensure the conservation of rare, vulnerable and endangered species	400,000	30,000	100,000	130,000	140,000	55,000	90,000	545,000
Action 1.1.1 Restore natural habitats of endangered species populations	290,000	30,000	60,000	100,000	100,000	50,000	90,000	430,000
Consultatory meeting for TOR	30,000	30,000						30,000
Inception workshop about the conservation	60,000		60,000					60,000
Execution of the development	200,000			100,000	100,000	30,000		230,000
Follow up on the execution	0					20,000	10,000	30,000
Maintain the conservation	0						80,000	80,000
Action 1.1.2 Develop management plans for ecosystems and plant and animal species of community interest	110,000	0	40,000	30,000	40,000	5,000	0	115,000
Elaboration of requirements (meetings)	40,000		40,000					40,000
Research	30,000			30,000				30,000
Validation workshop	40,000				40,000			40,000
Finalization and distribution	0					5,000		5,000
.	0							0
Sub-program 1.2 Implement biological safety measures	5,000	0	0	0	5,000	65,000	15,000	85,000
Action 1.2.1 Implement the National Framework on Biological Safety in accordance with the provisions of the Cartagena Protocol	5,000	0	0	0	5,000	65,000	15,000	85,000
Inception workshop about the planning	5,000				5,000			5,000
Development of the implementation plan	0					30,000		30,000
Implementation	0					10,000		10,000

Example from Moldova NBSAP

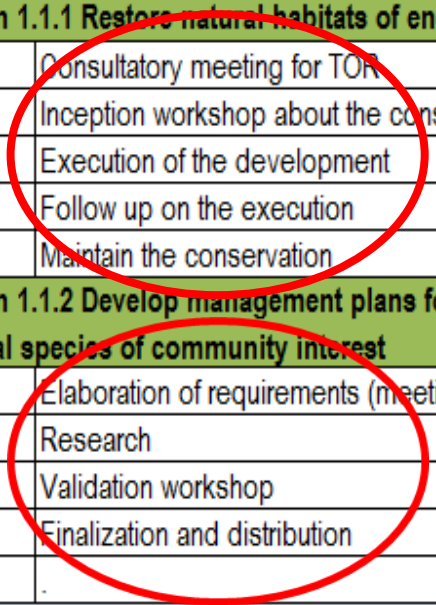
Activity structure	2016	Q1	Q2	Q3	Q4	2017	2018	Total 2016-2018
Program 1 Reduce the pressure on biodiversity to ensure sustainable development	405,000	30,000	100,000	130,000	145,000	120,000	105,000	630,000
Sub-program 1.1 Ensure the conservation of rare, vulnerable and endangered species	400,000	30,000	100,000	130,000	140,000	55,000	90,000	545,000
Action 1.1.1 Restore natural habitats of endangered species populations	390,000	30,000	60,000	100,000	100,000	50,000	90,000	430,000
Consultatory meeting for TOR	30,000	30,000						30,000
Inception workshop about the conservation	60,000		60,000					60,000
Execution of the development	200,000			100,000	100,000	30,000		230,000
Follow up on the execution	0					20,000	10,000	30,000
Maintain the conservation	0						80,000	80,000
Action 1.1.2 Develop management plans for ecosystems and plant and animal species of community interest	110,000	0	40,000	30,000	40,000	5,000	0	115,000
Elaboration of requirements (meetings)	40,000		40,000					40,000
Research	30,000			30,000				30,000
Validation workshop	40,000				40,000			40,000
Finalization and distribution	0					5,000		5,000
.	0							0
Sub-program 1.2 Implement biological safety measures	5,000	0	0	0	5,000	65,000	15,000	85,000
Action 1.2.1 Implement the National Framework on Biological Safety in accordance with the provisions of the Cartagena Protocol	5,000	0	0	0	5,000	65,000	15,000	85,000
Inception workshop about the planning	5,000				5,000			5,000
Development of the implementation plan	0					30,000		30,000
Implementation	0					10,000		10,000

Verbatim
from NBSAP

Example from Moldova NBSAP

Activity structure	2016	Q1	Q2	Q3	Q4	2017	2018	Total 2016-2018
Program 1 Reduce the pressure on biodiversity to ensure sustainable development	405,000	30,000	100,000	130,000	145,000	120,000	105,000	630,000
Sub-program 1.1 Ensure the conservation of rare, vulnerable and endangered species	400,000	30,000	100,000	130,000	140,000	55,000	90,000	545,000
Action 1.1.1 Restore natural habitats of endangered species populations	290,000	30,000	60,000	100,000	100,000	50,000	90,000	430,000
Consultatory meeting for TOR	30,000	30,000						30,000
Inception workshop about the conservation			60,000					60,000
Execution of the development	200,000			100,000	100,000	30,000		230,000
Follow up on the execution						20,000	10,000	30,000
Maintain the conservation	0						80,000	80,000
Action 1.1.2 Develop management plans for ecosystems and plant and animal species of community interest	110,000	0	40,000	30,000	40,000	5,000	0	115,000
Elaboration of requirements (meetings)	40,000		40,000					40,000
Research	30,000			30,000				30,000
Validation workshop	40,000				40,000			40,000
Finalization and distribution	0					5,000		5,000
	0							0
Sub-program 1.2 Implement biological safety measures	5,000	0	0	0	5,000	65,000	15,000	85,000
Action 1.2.1 Implement the National Framework on Biological Safety in accordance with the provisions of the Cartagena Protocol	5,000	0	0	0	5,000	65,000	15,000	85,000
Inception workshop about the planning	5,000				5,000			5,000
Development of the implementation plan	0					30,000		30,000
Implementation	0					10,000		10,000

Work breakdown structure



Example from Moldova NBSAP

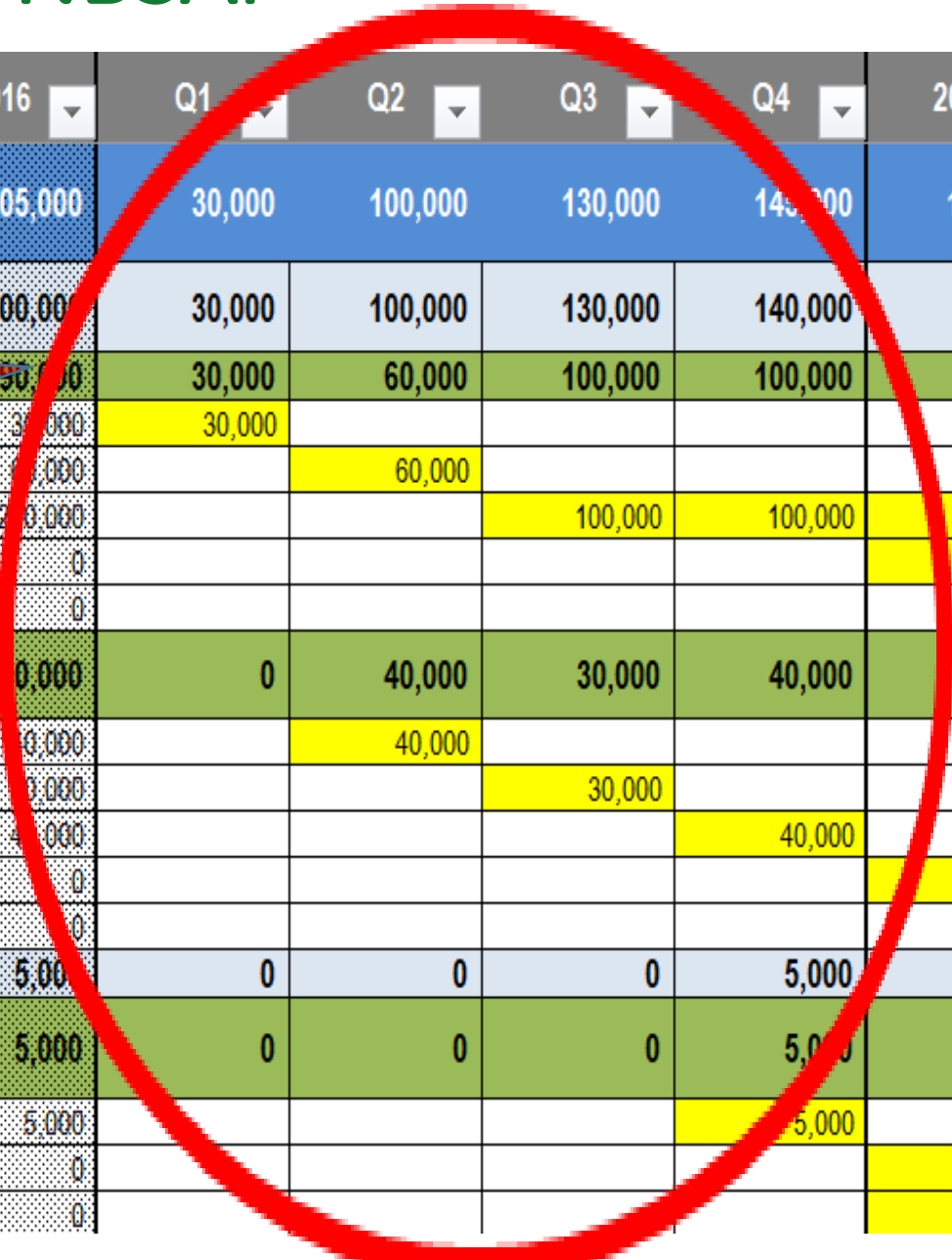
Timing (Gantt chart)

Activity structure	2016	Q1	Q2	Q3	Q4	2017	2018	Total 2016-2018
Program 1 Reduce the pressure on biodiversity to ensure sustainable development	405,000	30,000	100,000	130,000	145,000	120,000	105,000	630,000
Sub-program 1.1 Ensure the conservation of rare, vulnerable and endangered species	400,000	30,000	100,000	130,000	140,000	55,000	90,000	545,000
Action 1.1.1 Restore natural habitats of endangered species populations	290,000	30,000	60,000	100,000	100,000	50,000	90,000	430,000
Consultatory meeting for TOR	30,000	30,000						30,000
Inception workshop about the conservation	60,000		60,000					60,000
Execution of the development	200,000			100,000	100,000	30,000		230,000
Follow up on the execution	0					20,000	10,000	30,000
Maintain the conservation	0						80,000	80,000
Action 1.1.2 Develop management plans for ecosystems and plant and animal species of community interest	115,000	0	40,000	30,000	40,000	5,000	0	115,000
Elaboration of requirements (meetings)	40,000		40,000					40,000
Research	30,000			30,000				30,000
Validation workshop	40,000				40,000			40,000
Finalization and distribution	0					5,000		5,000
	0							0
Sub-program 1.2 Implement biological safety measures	5,000	0	0	0	5,000	65,000	15,000	85,000
Action 1.2.1 Implement the National Framework on Biological Safety in accordance with the provisions of the Cartagena Protocol	5,000	0	0	0	5,000	65,000	15,000	85,000
Inception workshop about the planning	5,000				5,000			5,000
Development of the implementation plan	0					30,000		30,000
Implementation	0					10,000		10,000

Example from Moldova NBSAP

Activity structure	2016	Q1	Q2	Q3	Q4	2017	2018	Total 2016-2018
Program 1 Reduce the pressure on biodiversity to ensure sustainable development	405,000	30,000	100,000	130,000	145,000	120,000	105,000	630,000
Sub-program 1.1 Ensure the conservation of rare, vulnerable and endangered species	400,000	30,000	100,000	130,000	140,000	55,000	90,000	545,000
Action 1.1.1 Restore natural habitats of endangered species populations	250,000	30,000	60,000	100,000	100,000	50,000	90,000	430,000
Consultatory meeting for TOR	30,000	30,000						30,000
Inception workshop about the conservation	30,000		60,000					60,000
Execution of the development	20,000			100,000	100,000	30,000		230,000
Follow up on the execution	0					20,000	10,000	30,000
Maintain the conservation	0						80,000	80,000
Action 1.1.2 Develop management plans for ecosystems and plant and animal species of community interest	150,000	0	40,000	30,000	40,000	5,000	0	115,000
Elaboration of requirements (meetings)	40,000		40,000					40,000
Research	10,000			30,000				30,000
Validation workshop	4,000				40,000			40,000
Finalization and distribution	0					5,000		5,000
	0							0
Sub-program 1.2 Implement biological safety measures	5,000	0	0	0	5,000	65,000	15,000	85,000
Action 1.2.1 Implement the National Framework on Biological Safety in accordance with the provisions of the Cartagena Protocol	5,000	0	0	0	5,000	65,000	15,000	85,000
Inception workshop about the planning	5,000				5,000			5,000
Development of the implementation plan	0					30,000		30,000
Implementation	0					10,000		10,000

Rolling wave planning (here: first year more detailed)



Example (cont.): towards standard expenditure categories

Sub-division of costs by categories					
2016					
Categories of expenses	Salary	Operating Exp	Investment	Total	Validation
Sum by Expenses	135,000	170,000	100,000	405,000	
Program 1 Reduce the pressure on biodiversity to ensure sustainable development	135,000	170,000	100,000	405,000	-
Sub-program 1.1 Ensure the conservation of rare, vulnerable and endangered species	130,000	170,000	100,000	400,000	-
Action 1.1.1 Restore natural habitats of endangered species populations	60,000	130,000	100,000	290,000	-
Consultatory meeting for TOR	20,000	10,000		30,000	-
Inception workshop about the conservation	40,000	20,000		60,000	-
Execution of the development	-	100,000	100,000	200,000	-
Follow up on the execution				-	-
Maintain the conservation				-	-
Action 1.1.2 Develop management plans for ecosystems and plant and animal species of	70,000	40,000	-	110,000	-
Elaboration of requirements (meetings)	30,000	10,000		40,000	-
Research	20,000	10,000		30,000	-
Validation workshop	20,000	20,000		40,000	-
Finalization and distribution				-	-

Standard expenditure categories

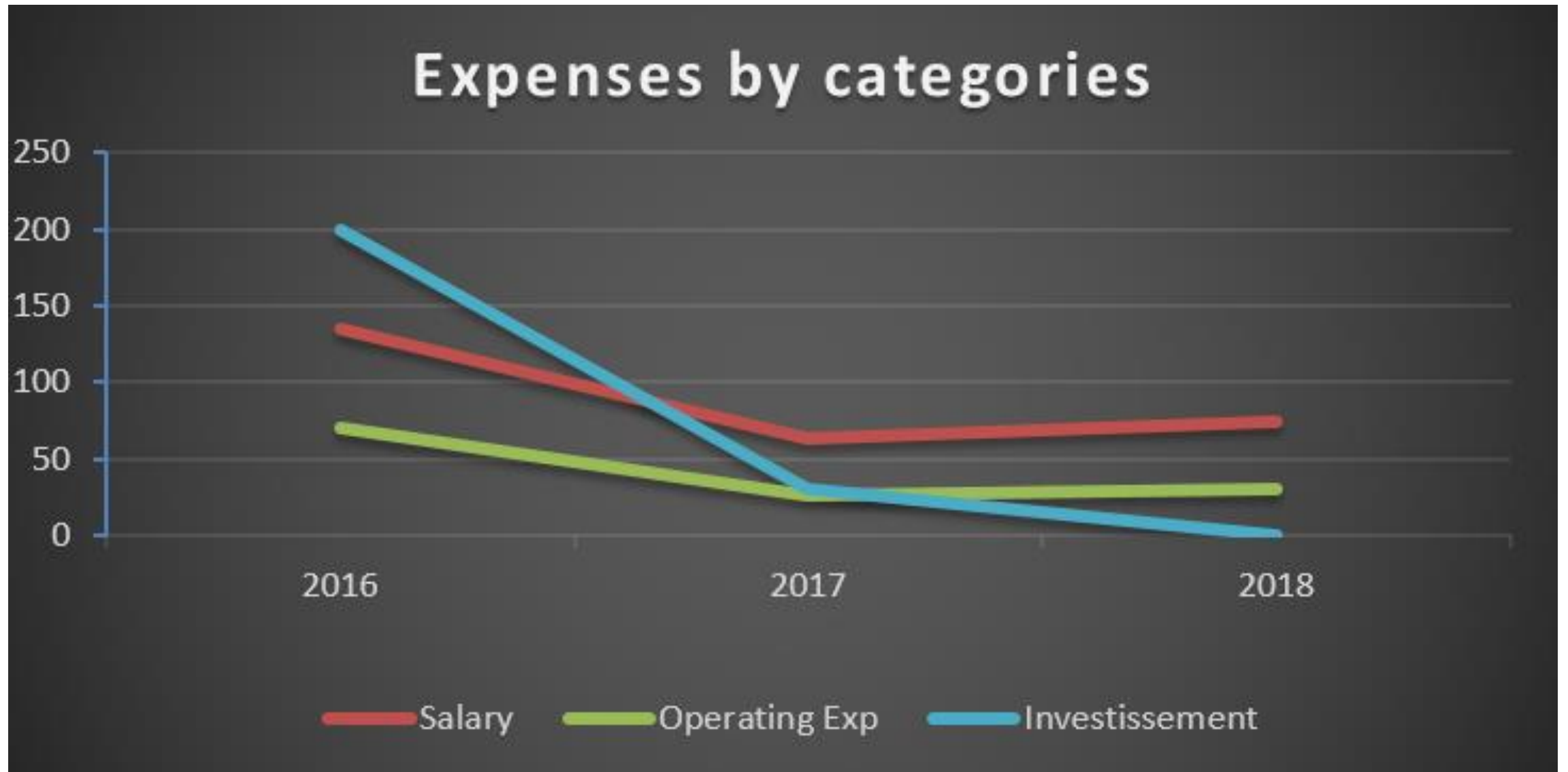
Example (cont.): standard expenditure categories

Expenses by categories from 2016-2018

Expenses by categories

Categories/years	2016	2017	2018	Total	%
Salary	135,000	63,000	75,000	273,000	43.3%
Operating Exp	170,000	27,000	30,000	227,000	36.0%
Investissement	100,000	30,000	-	130,000	20.6%
TOTAL expenses	405,000	120,000	105,000	630,000	100.0%

Example: towards a cost profile



Thank you!

3/7/2016



**Convention on
Biological Diversity**



**COP12 / MOP7 / MOP1
PYEONGCHANG KOREA 2014**



United Nations Decade on Biodiversity



UNEP

Group work: I. defining the WBS

Activity structure (структура активность)

Program 1 By 2020, pollution, including from excess nutrients, has been brought to levels that are not detrimental to ecosystem functioning and biodiversity (К 2020 году загрязнение окружающей среды, в том числе из избыток питательных веществ, доведено до уровней, которые не вредны для функционирования экосистем и биоразнообразия)

Sub-program 1.1 Significantly reduce pollution from agriculture by improving the institutional framework and restoring degraded agricultural lands and natural grasslands (Значительно сократить загрязнение от сельского хозяйства путем совершенствования институциональной базы и восстановление деградированных сельскохозяйственных земель и природных пастбищ)

Action 1.1.1 Ensure the combating of pests and diseases by methods that do not impair the integrity of agrarian ecosystems (Убедитесь, что борьба с вредителями и болезнями с помощью методов, не ослабляют целостность экосистем аграрных)

	Activity (Мероприятия) 1
	Activity (Мероприятия) 2
	Activity (Мероприятия) 3
	Activity (Мероприятия) 4
3/7/2016	Activity (Мероприятия) 5
	Activity (Мероприятия) 6

Define the
WBS

Group work: II. Establish the time profile

	D	E	F	G	
	Q1	Q2	Q3	Q4	2
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
0					
0					
0					
0					
0					
0					
0					

Group work: III. Establish expenditures under standard categories

Sub-division of costs by categories (Подразделением затрат по категориям)					
	2016				
Categories of expenses (Категории расходов)	Salary (Зарплата)	Operating Exp (Операционная Опыт)	Investment (инвестиции)	Total (Всего)	Validation (Проверка)
Sum by Expenses (Сумма на расходы)	-	-	-	-	
Program 1 By 2020, pollution, including from excess nutrients, has been brought to levels that are not detrimental to ecosystem functioning and biodiversity (К 2020 году загрязнение окружающей среды, в том числе из избыток питательных веществ, доведено до уровней, которые не вредны для функционирования экосистем и биоразнообразия)	0	0	0	0	-
Sub-program 1.1 Significantly reduce pollution from agriculture by improving the institutional framework and restoring degraded agricultural lands and natural grasslands (Значительно сократить загрязнение от сельского хозяйства путем совершенствования институциональной базы и восстановление деградированных сельскохозяйственных)	0	0	0	0	-
Action 1.1.1 Ensure the combating of pests and diseases by methods that do not impair the integrity of agrarian ecosystems (Убедитесь, что борьба с вредителями и болезнями с помощью методов, не ослабляют целостность экосистем аграрных)	-	-	-	-	-
Activity (Мероприятия) 1				-	-
Activity (Мероприятия) 2				-	-
Activity (Мероприятия) 3				-	-
Activity (Мероприятия) 4				-	-
Activity (Мероприятия) 5				-	-